

COMMITTEE ON HUMAN RESOURCES/INSURANCE

January 05, 2021

5:00 p.m.

Chairman Stewart called the meeting to order.

Due to the COVID-19/Coronavirus crisis and in accordance with Governor Sununu's Emergency Order #12 pursuant to Executive Order 2020-04, this Committee is authorized to meet electronically.

The Clerk called the roll.

Present: Aldermen Stewart, Barry, Cavanaugh, Roy

Absent: Alderman Hirschmann

Messrs.: A. Aldenberg, K. Ferguson, D. Goonan, B. Paquette, E. Rice,
T. Clougherty

4. HR Reports submitted by Kathleen Ferguson, Human Resources Director:

- Position Report Summary
- Sapphire SmartShopper Report
- Vacancy Requisition Requests & Approvals
- Summary of Arbitrations/Grievances

(Note: Provided for informational purposes only; no action is required.)

5. Update on the Health Insurance Broker RFP.

(Note: Provided for informational purposes only; no action is required.)

6. Communication from Chief Aldenberg requesting approval to replace one (1) Police Officer position, Grade 19 with a Police Sergeant, Grade 22.

Alderman Barry asked Chief does that mean that we will have one less officer because certainly we wouldn't want to cut down our force if we don't have to.

Allen Aldenberg, Police Chief, answered it does but I counter that by saying we will always have enduring vacancies. We always do our best to get the full complement but in my time here we never have. That sergeant is greatly needed in the Juvenile Division and the Domestic Violence Unit on the 4-12 shift. Those are our most vulnerable victims and for years the supervision on the 4-12 in both of those units has been lacking in my opinion. It is not a discredit to the detectives that work there, it is just that they need some supervision because they are often asked to make supervisory decisions and we may get to a point where we miss something relative to one of our victims. With an increased complement comes an increased workload, in particular in those two divisions.

Alderman Barry stated I will support this but in the future if it comes down to us reaching the complement... I know it is difficult because we gain five and lose six but keep us in the loop if we need that extra officer in the future.

Chief Aldenberg responded I appreciate your support.

Alderman Roy stated while I was reading the material it said you are going to put the officer on 4-12 but it doesn't say AM or PM so I was wondering which shift it was.

Chief Aldenberg stated it would be 4 PM until midnight. I apologize.

Alderman Roy asked and that is when the supervision is most needed I assume.

Chief Aldenberg answered yes. Right now I have one sergeant that works the Juvenile Division on the day shift. She is supervising not only the day shift detectives but also all of the school resource officers. We are asking a lot of her. There are a lot of things that come in through DPIOF that are time critical and time sensitive and a lot of that workload can be divided between her and this new sergeant.

Alderman Roy stated and she would remain on the day shift. Okay.

Alderman Barry moved to approve. Alderman Roy duly seconded the motion. Chairman Stewart called for a vote. The motion carried on a unanimous roll call vote.

7. Communication from Kathleen Ferguson, HR Director, requesting approval for an educational repayment pilot program effective in FY2022 using partial funding from the tuition reimbursement program.

Chairman Stewart stated this is something I have been working on with Director Ferguson for a number of months. You may recall that she came before this committee several months ago to get permission to study it. She may have a few words she wants to say to explain it but the intent is to find a better way to differentiate ourselves in the market for talent, which as we know here in NH is fierce. Ms. Ferguson can you please walk us through the proposal?

Kathleen Ferguson, HR Director, stated this is an education repayment program. Some companies out there are trying to recruit all different ages. We have a lot of people that are going to be retiring and it is one thing to have a tuition reimbursement program to encourage people to get educated going forward but there are many future employees out there that are not interested in going forward in education because they have already obtained many of their certifications. For

instance, it is more important for the city to have someone that is a registered nurse and gained their RN but they may have some loans that need to be paid off versus someone that is going to go forward with tuition reimbursement to gain their RN. This is something that I think is very advantageous from a recruiting standpoint that we offer tuition reimbursement as well as an education repayment plan to encourage people to come to work for the city and for the city to be able to assist in monthly loan payments to current and future employees.

Chairman Stewart stated and correct me if I am wrong but you are not asking for any additional money for this but to use money that has already been allocated for the tuition reimbursement program.

Ms. Ferguson answered yes that is correct.

Alderman Cavanaugh stated I just want to double-check. If the money comes out of the tuition reimbursement money, will that limit the funds available in that program for the people who are using it or are there enough funds to keep both programs going?

Ms. Ferguson responded it is kind of a pilot program. We want to see how much interest is there. Right now, we have about \$23,000 in tuition reimbursement. Sometimes it has a zero balance by the end of the fiscal year but other times there is a surplus. This would be a pilot program where we can see how much interest is there and whether we can bring in new employees or assist current employees with student loan debt. I don't know if that answers your question. It would be shared at this point to see how much interest is out there.

Alderman Cavanaugh stated you did answer it but it worries me if we are getting down to that zero balance for tuition reimbursement and the interest is great, which I think it would be for the loan repayment program, someone is going to

lose. If we are going to do this, I would want to see that if it gets down to a certain balance we try to get more money in there so the money isn't taken away from one group or the other. I think it is a great program. I am just more interested in protecting both of them.

Ms. Ferguson stated I agree.

Alderman Roy stated Alderman Cavanaugh hit on what I was going to ask. How much is in the tuition reimbursement program each year?

Ms. Ferguson responded \$50,000.

Alderman Roy asked how often do we run out of money.

Ms. Ferguson answered I believe in the past four years we have run out twice.

Alderman Roy stated I remember on the Fire Department it used to run out almost yearly in those days. If you had classes in the spring sometimes they didn't get cover. That wouldn't be unusual and I can see that happening this year with this pilot program. I think this program is important and if we do run out it is not uncommon although I would rather it didn't happen. Then we can address the new program next year.

Alderman Cavanaugh stated I would ask that if it looks like it is getting down to a number that is not sustainable for both groups that you come back before us so we can find some money for whatever plan is being diminished.

Alderman Cavanaugh moved to approve the pilot program. Alderman Barry duly seconded the motion. Chairman Stewart called for a vote. The motion carried on a unanimous roll call vote.

8. Recommending that the changes to the City's A-Step Program as presented by Kathleen Ferguson, HR Director, be approved.
(Note: This committee report was referred back to the HR Committee at the 12/15/2020 BMA meeting for further review; updated communication from Kathleen Ferguson attached.)

Alderman Roy asked how are we going to implement this when this is in the contracts. Do we have to negotiate these changes?

Ms. Ferguson answered the contracts as they stand will not change. Most of the contracts refer to the A-step policy but the ones that have specific information will not change and adhere to the policies according to the contract.

Alderman Roy asked so the non-affiliated and the contracts that don't have specific A-step language will be treated different than everybody else with this new policy.

Ms. Ferguson replied yes that is true.

Alderman O'Neil stated on page 8.5 in the agenda packet, that changed language addresses if a department is recruiting someone and they started working on their degree that even though they don't have it coming to work for the city they would qualify to get into the A-step program correct.

Ms. Ferguson responded yes that is correct.

Alderman O'Neil asked and that is a change from a month ago correct.

Ms. Ferguson answered yes. It is a program going forward. Let's say someone started formal education like a Bachelor's Degree and they are a year into it and

after date of hire they get their Bachelors then yes they would be eligible for an A-step along with any other qualifying information according to the policy.

Alderman O'Neil asked so that is something that a department head when interviewing a potential applicant can say you started working on your Bachelor's Degree and you should know we do have this program and you would qualify for it if you are hired. Am I correct on that?

Ms. Ferguson responded yes you are.

Alderman Stewart moved to approve the recommend changes to the A-step program. Alderman Barry duly seconded the motion. Chairman Stewart called for a vote. Aldermen Stewart, Barry, and Cavanaugh voted yea. Alderman Roy voted nay. The motion carried.

9. Request from Mayor Craig to add a Director of Homelessness Initiatives position, Grade 28, to the Fire Department's complement.

Chairman Stewart stated I see the Mayor is with us so maybe she can give us some background information and an explanation of the position and why she proposes it be put in the Fire Department.

Mayor Craig stated I appreciate the opportunity to speak before the committee. What you have before you is a recommendation that actually came from the Manchester Continuum of Care. Their request was to have a point person if you will on the city side that is responsible for everything related to unsheltered individuals. What we really need in this position is someone at a director level who has relationships and leadership skills, can coordinate the many different facets, bring together different groups and coordinate, collaborate and communicate very well with not only the city departments but with the state, the NH Department of Health & Human Services, the non-profits in the City of

Manchester, the faith-based community, our residents and our business community. Our city department heads, especially the Fire, Police, Health and Solicitor's Office have been working extremely hard to address homelessness in the City of Manchester. What is truly needed is one consistent point person who can be the city's lead on this. We looked at different communities and how they structured this and they ranged drastically from the city of Boston that has a whole department that addresses unsheltered individuals to other cities like Lowell who has a director level position in the Planning Department. Again, I think it is important to look at each community in a specific way and what members of our city are very active in dealing with homelessness right now. We chose the Fire Department because as you recall, prior to Covid we initiated the Emergency Operations Center to address homelessness and at that time we got all of our community partners together and were meeting on a regular basis to address this. The EOC has not only those contacts but also a direct line into the state and again would work directly with Chief Goonan who is out in the encampments and dealing with this on a daily basis so we felt that was the best place for this position. I would be happy to answer any questions. There is one other thing I want to mention which is the funding for this position and benefits is coming from the federal government specific to Covid funds through CDBG and ESG.

Alderman Cavanaugh moved to approve the position.

Alderman Barry stated I did reach out to the Chief and he doesn't have any problems with having this person. I am really hoping though that the person chosen for this position is exactly how you described him or her. I think it is important and I know we had a discussion last night in committee in regards to homelessness and it is going to continue tonight I am sure. We need to move on the homeless situation and not just talk about it. We need someone in there who is an expert in homelessness, mental health and substance misuse. I don't have a

problem with this and I will support it being under the umbrella of the Fire Department. The Chief is not objecting to this either.

Alderman Roy stated I have several questions. You are asking that this be a grade 28. What is the pay? Kathleen are you still on?

Ms. Ferguson responded I believe it is Step 1 which is around \$94,000. I can double-check but it is a little over \$94,000 per year.

Alderman Roy asked so with benefits would it be fair to say it is about \$130,000?

Ms. Ferguson answered yes.

Alderman Roy asked does anyone know what the Assistant Chiefs of the Fire and Police Department make. I think it is less than that. What about the Welfare Director?

Ms. Ferguson replied I think they earn more than \$94,000.

Chief Aldenberg stated mine does.

Daniel Goonan, Fire Chief, stated mine is a pay grade 27.

Alderman Roy stated so that is less than this. I have a problem with that. This individual is going to get more than these individuals even though this individual is supposed to have a Masters Degree. The other problem I have is that it is going to be under the Fire Department umbrella. I know the location of the EOC is at the station but just because that location is there doesn't mean it has to be under the purview of Chief Goonan. He has a lot going on there right now and there is no one in that department that knows anything about social services. I know they interact with people but they aren't social services. I think a better fit would be

either the Health Department or Welfare Department. I am looking for input from other people on that. I agree that we need someone in that position but I just think that those two issues should be addressed.

Mayor Craig stated I believe that Anna Thomas is on the call. The lead folks who are dealing with homelessness in the city are the Health Department, Fire Department, Police Department and the Solicitor's Office and those are the people who also are dealing most with the non-profits and faith-based community in the City of Manchester. Also I would note that this is not an assistant director position but a director level position. Anna do you want to provide comment?

Anna Thomas, Public Health Director, stated as you know we had two homelessness coordinator level positions prior to this. One did report to the Health Department for about six months. That was at a pay of about \$60,000 and that included benefits. What you ended up getting in that position was somebody who was really more at an entry level outreach worker position. Hearing all of the feedback, especially at the BMA meetings and certainly what we are hearing in the Continuum of Care with other partners is they really need someone who has the magnitude and the competency to do large scale community initiatives. I will tell you in my department I am a grade 29 and my Chief Operating Officer and Chief Strategy Officer are grade 24. We have 65 employees that we all collectively supervise. This position wouldn't necessarily supervise anyone. I think a grade 28 is a little up there in my opinion. However, I do believe you need someone who is at a director level who can do this emergency management planning right now. I think that is why the Fire Department came to mind because they are so heavily involved in emergency sheltering and the encampments. They are out there every day. Right now I believe the state of affairs is at an emergency level. We basically have to tourniquet the bleed. We are working every day under the umbrella of fatality prevention unfortunately and we have had deaths out in these encampments. To me it is an emergency management function initially. I think if

you were to think about this longer term, the position could grow into other areas and maybe even different departments. We don't have an Economic Development Director right now. This could morph and some cities have done this where they create an Office of Economic Mobility and the position would then help all of us work with constituents on employment opportunities, supportive housing opportunities and again much larger scale initiatives but it would be a little more upstream than right now which is really about emergency management, fatality prevention and trying to get people into emergency shelters. I believe it needs to be a higher level position but I don't know if a grade 28 is where it necessarily would score and if it does then I would probably argue that I would have to look at reclassifying my two positions respectfully. Outside of that, I think you need someone who is just going to be boots on the ground right now helping to save lives and working on the teams that the Fire Department has currently but with a longer view that you may want to morph this position into another department or have a stand-alone position over time. That is my two cents.

Chief Goonan stated I agree with Anna. We did a lot of talking about trying to figure out where this person should be. I think we came to the conclusion that we are dealing with an emergency. We opened up the EOC back in November 2019 to deal with this issue and I think we are dealing with this same crisis and it has only been compounded by COVID-19. I think you are seeing the results of that right now. I think until we stop dealing with this as an emergency...I think in the future this should be somewhere else but in the interim until we are comfortable with where these folks should go or planning on a higher level with housing and sheltering and mental health and all of the other things that go along with this homelessness crisis, I think it makes sense. We have been doing it and I can tell you that we have been doing it a lot. Myself and certainly the mayor and Anna Thomas and the Police Department. This has become a lot of my job and I think this position could help us out a lot as far as my time and Anna's time and Emily Rice's time and the mayor's time of course. For the time being I think it makes

sense. We can support that and we have been doing it. I am a larger department and I can help administratively also at least to get them started. If we want to take this up again at some point and maybe put it in Planning, I would certainly support that. I just want to make sure that this is successful and I think I have some background on it right now so even on a shorter term I just want what is right for the community.

Alderman O'Neil stated I support the position and the grade. I remember we had Doug Howard who was in the position previously at a lower grade and he really had no authority to make any decisions. He was entirely reactive and I think although he worked his tail off and he has gone to another job I think in Nashua, the need for this at the director's level is the right place to go. This is an issue that we talk about and we spent a lot of time talking about it last night and we are talking about it now. One of the things that confused me and I have to give Anna credit and I followed up with Chief Goonan but we reference the EOC and the EOC is a place to meet. We have an EOC at the Fire Department and we have one at the Rines Center. What it really falls under and Alderman Roy may remember that at one time we had an Emergency Management Director in the city and then it was morphed into the responsibilities of...it had nothing to do with the Fire Department but it was then morphed into the responsibility of either Chief Dakotas or Chief Kane.

Alderman Roy stated it was Julie Potter and then Pip Adams.

Alderman O'Neil stated it then went in under one of those two fire chiefs. Once I understood this, it really falls under the structure in the Fire Department that is emergency management. I had to be reminded that there is actually a position in there now that started on June 1. We have an Emergency Management Coordinator; a very qualified person who came to us from the state. Meghan Geoffrion and I haven't had a chance to meet her because of this crazy Covid

stuff. She is carrying out all kinds of duties on behalf of the city in the area of emergency management and homeland security kind of work. It got confusing for me when we talk about the EOC. I believe, and Chief you can correct me if I am wrong, but this is really going to fall under your emergency management structure which is a responsibility that you have. I will be honest and I said this to Kathy Ferguson that I am not sure if the Board did this in one vote on one night and if we changed the class specs of the Fire Chief but the Fire Chief has had the responsibility of emergency management for a while. This falls under that. As the Chief said, it is currently an emergency and for an indefinite period of time it is going to be an emergency. We could have looked at putting it with Charleen in Welfare or Anna at Health or Leon at Planning & Community Development or Chief Aldenberg. It could even be one of those unique positions like the internal auditor reporting to the Board of Aldermen, which I am not sure is a great situation. I think this is the right place for a period of time until we get a handle on this. I would expect they are going to do things like pick up some of the slack and call landlords to find housing for those who are ready. I hope everyone knows the story of Alderman Long putting a lot of time in and finding a home for a couple who are now working successfully at Home Depot. He put a lot of personal time in to pull that off. I would hope that no matter where they end up that would be one of their responsibilities. I think it needs to be at the director level and I think we are going to be in this emergency state for a number of years and it belongs in the Fire Department so I plan on fully supporting this.

Alderman Cavanaugh stated I fully support this. I think we need this and we need to vote on it tonight. I think the city needs it and if the hang up is the pay, Kathy would that recommendation come from your department?

Ms. Ferguson answered yes. We do reclassifications so if we look at that position and there are certain pieces that the person will be doing or won't be doing and there are more responsibilities versus less that is when we do reclassifications and

we change grades. This was scored out and came out as a grade 28 based on the scoring that we do in our department.

Alderman O'Neil stated in an ideal situation if we weren't dealing with the homeless and the opioid crisis and COVID-19, we might be talking about creating a department with a department head in all honesty to address all of these needs. We are not there. It would take us too long to get there. I do believe it should be at that level. I asked the very question that Alderman Roy asked about the pay grade for the Assistant Chiefs. I am told that is how the position scored out based on responsibility. I will tell you this as somebody who is here for another 11 months that I am going to expect a lot out of this position so they are going to earn their money as far as I am concerned and knowing my colleagues on the Board and the Mayor, they are definitely going to earn their money. I have no problem paying the right candidate a respectable salary.

Alderman Roy stated I want to make it clear that I am not against this position. I am against the pay and the department it is going into. My biggest problem with the pay is you have an Assistant Chief over at the Fire Department that is overseeing 225 individuals. This person is overseeing nobody. That is an issue with me and I find it hard to believe and Kathy I am sure you are right but I find it hard to believe that it scores out above that position. Even Anna's people have responsibility for more people. I have real angst with that pay level. I am not sure that there are any communities in New England who would pay that much but that is my opinion.

Alderman Barry stated Your Honor, my understanding is this is a federally funded position.

Mayor Craig replied correct.

Alderman Barry asked is it temporary. Do we know how long this position is available?

Mayor Craig answered generally the funding is for about two years. I have talked to some of the partners in the community about continuing to fund the position.

Alderman Barry duly seconded the motion to approve the position.

Chairman Stewart called for a vote. Aldermen Stewart, Barry, and Cavanaugh voted yea. Alderman Roy voted nay. The motion carried.

10. Communication from Alderman Roy recommending the hiring of an independent firm to evaluate the Fire Department.
(Note: This item was referred to the HR Committee at the 12/15/2020 BMA meeting).

Chairman Stewart asked Alderman Roy would you like to explain what you are seeking here.

Alderman Roy replied sure. I talked to the Chief and Assistant Chief and Brian Paquette about this as well as several of the aldermen. The fire service has changed considerably over the last 10 years and I think there are a lot of other pressures that haven't been experienced before. With that being said, I believe we should get an outside company who has psychologists involved...and I know the department is doing a great job with peer support and having counselors come in but I am looking at a different aspect of it. I am not looking at the personal interaction and trying to help people. I want to look at the department as a whole and the whole system and see if there are any systemic triggers. I don't know what they are and that is why I am suggesting that we go out and get a firm that does this kind of stuff. Are there any systemic triggers that would affect the mental health of our first responders, the firefighters? That is where I am coming from. One person called me and wanted to know if it was an attack on the Fire

Department. It is not an attack on the Fire Department. Our employees are our greatest resource and I want to make sure that we take care of them. I think there is a lot of stress involved not only with the pandemic but with the opioid crisis that we have right now. They are dealing with mental health patients all the time and I think it is a whole different animal then when I was out there putting the wet stuff on the red stuff.

Chairman Stewart asked Chief Goonan to weigh in with his thoughts and whether there are any plans that the department administration might have. Also I think we have Brian Paquette from Local 856 who might want to chime in as well.

Chief Goonan stated I spoke to Alderman Roy a few times about this. I do agree that we have a changing agency and certainly organizations like ours for years have dealt with problems, not only mental health but chronic alcoholism and those types of things and other stress related issues. I think it would be a good thing to take a look at that. After the two tragic incidents that we had recently, we have taken a look and reflected on what we are doing now and was it enough and what are we missing. I told Alderman Roy that we have taken some steps and both the Fire Department and Local 856 are on the same page here and working in tandem to try to figure this out and see what we are missing. We did reach out to a psychologist, Dr. Nicole Sawyer, who is a specialist in this type of thing. She is the Clinical Director of the Professional Firefighters Support Team. She does a lot of this type of work. I have spoken to her myself and we have had a couple of meetings. What I did was ask her to put together some ideas on what she thinks could help or put together a program to really take a look at the department and see if we are missing anything or if what we are doing is enough or could we do better. I do agree with Alderman Roy that the guys are our most important asset and anything we can do for them would be excellent. I have also talked to Alderman Roy about if we can get something started at the Fire Department maybe it could be a city-wide program. I think it is really important. She did put

together a draft and I can forward it to everyone. She would be happy to come in and tell you her thoughts and what she has experienced with some of the other organizations she has dealt with. She deals with police and fire departments. The City of Nashua Fire Department went through something very similar to what we are going through with some tragedies. She put on a great program there and that is one of the reasons we reached out to her. It was very successful there. She is happy to come in and talk to you guys and give you some of her thoughts. Like I said, we have spoken to her several times extensively and she is pretty smart and I think it would be important to get some of her guidance on this. She is really good at what she does.

Chairman Stewart asked Brian Paquette would you like to add anything to what the Chief said.

Brian Paquette, President, Local 856, stated thank you for having me. I have to say that I have also spoken with Alderman Roy and I agree with what he is saying. We are facing such a different atmosphere with how fire services operate now. We have an opportunity here that we have been working on for over a year and a half now not only at our level but at the state level where Dr. Sawyer has worked with fire and police departments in this field and she has developed a wonderful program with four phases that will allow us to not only start getting help to the members but also in phase two start to evaluate what is happening and what the department is doing right and wrong. At the end of this program, it looks like it would be a sustainable program for the future. She has quite the history in working with us and as we go forward we are trying to develop more peer support personnel which will also be beneficial to this program and to our mental health throughout the department. This program is something that can be mirrored throughout the city. I think we should give this proposal an opportunity going forward and let this be the program that we are going to use. Alderman Roy's biggest concern is the employees and I agree. Our members are the most

important thing and they are the biggest asset to the city and we need to take care of them. With the work that we have done with administration to get this proposal, I think this is our best step forward.

Alderman Barry stated the only problem I have with the proposal is it is very vague. It says recommending the hiring of an independent firm to evaluate the Fire Department. It is not specific as to what we want them to do. I would be more comfortable if there was something in there that said exactly what we want them to be looking at. If you hire an independent firm to look at the Fire Department, they are going to go from top to bottom and bottom to top and everything in the middle. I would be more comfortable if I knew exactly what our goal is and what the Chief's goal is and what Alderman Roy's goal is and us as a city.

Alderman Roy stated that program that they talked about sounds like a great program and I hope we go forward with that program but that is not what I am seeking here. Alderman Barry is right. I was vague in this because I was really trying to figure out what I was talking about for quite a while. What I would like is for us to go out for an RFP so we can get several different companies in here to look at the operational structure of the Fire Department, not the organizational structure but the operational structure to see if there are any systemic triggers to mental health. That is what I am looking for. I am not looking for a program to treat people after it has happened. I want to look at the operation of the Fire Department to see if there is anything in there that triggers stressors for mental health. It is not just a program, it is an in-depth look at what might be triggering it. I hope that answers your question Alderman Barry but that is what I am looking for. I think they are doing a great job over there with programs and critical incident stress debriefing. I know I dealt with those people when I was on the job and they helped me a lot. We have the EAP and that is great and they have this other lady on board to bring in another part of a program but even they said the

second part of the program is to look at the organization and see if there are any stressors. I think it is important enough right now because of the climate at this time that we get this moving now and get it going with an RFP.

Mayor Craig stated I just wanted to mention that I have talked to Chief Goonan an awful lot about this and also to Brian and really appreciate their collaboration and all that they have done to insure that the employees in the Fire Department are receiving the help that they need at critical times in their work environment. Beyond the consultant that they talked about, it is important to note that Chief Goonan has also reached out and received services from the state, from Manchester Mental Health, from the city and others when needed. I think it is also important to think about when Alderman Roy talks about triggers that there are many triggers for any individual who works as a first responder. I am not sure that we need a consultant to come in and talk about triggers and quite honestly I think they are going to be potentially different for every individual. I would recommend that Brian and Chief Goonan know the Fire Department the best and we rely on their expertise or because there is tremendous throughout the whole city right now we look at implementing a program city wide to help with handling the additional stress that almost every employee in the city is dealing with right now.

Alderman O'Neil stated when Alderman Roy and I spoke about this, I agreed with him. It led me to having multiple conversations with Chief Goonan and Lt. Paquette in his capacity as President of Local 865. Brian, this is something that the Professional Firefighters of NH have been working on and you actually referred me to the website for the International where they have invested a lot of resources in not only post crisis intervention but in identifying what happens while people are working and not waiting for an incident to happen. I agree with what Alderman Roy said. I am told there is a great crisis response team that has been around for a long time throughout the state. We are fortunate with the employee assistant program and Bob Kelly and his network but my issue and I think maybe

Lt. Paquette can address it was identifying...correct me if I am wrong Brian but we currently only have three firefighters trained in crisis intervention?

Mr. Paquette replied yes. Right now the Manchester Fire Department has three peer support program members.

Alderman O'Neil stated I said to Brian that it would be good to double or triple that so there is at least one on every shift and redundancy with vacations and injuries and military services, etc. It would be good if we had somebody on every shift where say an officer or firefighter in Station 55 could pick up the phone and call the peer support person in Station 77 and say hey I think Bill Smith is having some problems and try to get at it in real time. Brian am I correct that that is somewhat already in the works and the resources are there through the state and the International and you are talking about bringing in the doctor just to help support that training to identify the triggers that might be happening to someone in advance if possible?

Chief Goonan replied one of the things we talked to Dr. Sawyer about was whether she could help us with some of the consultation services and she does provide that. I am not exactly clear on what Alderman Roy is looking for. For instance, is he looking at how we internally transfer people or assign people or promote people?

Alderman O'Neil stated regarding some of this peer and crisis intervention, beyond Dr. Sawyer, you already have resources with the Professional Firefighters of NH and the International Association of Firefighters. Am I correct on that?

Mr. Paquette responded yes that is correct.

Chairman Stewart stated we only have about 10 minutes left before the next meeting.

Alderman Roy stated Chief I don't want any stone unturned. What I am looking for is what are the practices and procedures that might contribute to stressors for mental health. You mentioned promotions. It may be. I don't know. That is why I want professionals to look at that and see. It could be anything. It could be the work schedule. It could be how you get an A-step. It could be anything within the department and that is why I want the professionals to come in here. I don't just want another program. The peer support group is great and all of this stuff is great but it is not looking at the organization to see if there is something there. That is the other side of this. It is not just the people but it is the practices and policies that need to be looked at. Thank you.

Alderman Cavanaugh stated it sounds to me like the union and department are working well together and there is definitely a need and they are doing something with it. I also think there are many stressors with every department as every job in the last 10 years has changed and it is definitely a city wide issue. I know we are in a time crunch but I would like to ***move to receive and file*** this.

Emily Rice, Solicitor, stated I just wanted to get a better understanding of what is being sought here. If it is a contract for professional services, then it would go through the procurement code under Section 39.09. Typically if it were a programmatic inquiry or programmatic audit of the Fire Department operations, that is something that would have fallen within the job responsibilities of the independent auditor who as you know under the Charter and ordinances would have had the authority to conduct programmatic audits as well as financial audits. It sounds like this is more an RFP to procure professional services of some kind. Alderman Roy I am just asking you to maybe confirm that that is the scope of the work you are contemplating.

Alderman Roy replied that is correct. I just explained that I want them to look at the organization, the practices and procedures and I want professionals with psychological knowledge to look at that.

Alderman Barry stated I am not comfortable seconding Alderman Cavanaugh's motion to receive and file. I think there needs to be more work. I don't want to just hire some firm to go through the Fire Department and turn up whatever they want to turn up and look at whatever they want to look at. If we have a goal in mind and it is in reference to psychological issues only, then we need to discuss that further.

Alderman Barry moved to table.

Alderman Cavanaugh stated I will withdraw my motion to receive and file and second the tabling motion.

Chairman Stewart called for a vote. The motion carried on a unanimous roll call vote.

11. Communication from Kathleen Ferguson, HR Director, requesting the following:
 - 1) Approval of a voluntary extension of the Emergency Paid Sick Leave Act (EPSLA) for up to 80 hours of sick leave due to COVID-19 through March 31, 2021; and
 - 2) Denial of a voluntary extension of the Expanded Family Medical Leave Act (EFMLA) for up to 12 weeks at 2/3 pay through March 31, 2021 for an employee caring for his or her child whose school or place of care is closed due to COVID-19.

Alderman Cavanaugh stated Kathy I am in favor of #1 but in #2 are you saying that you want to get rid of that whole program.

Ms. Ferguson responded the first one is more safety oriented because of the quarantining issue. The second one is not a safety issue so technically on December 30 according to the Families First Coronavirus Response Act it expires. Technically both of them expire on December 31. A majority of municipalities that I have talked to have decided not to go forward with both of them. Concord has decided to go with the EPSLA and not the EFMLA which is the school closing and child care piece. Nashua is continuing with both until further notice. They haven't decided on a date. Yes, I believe that if we ask people to use their sick and vacation time or go unpaid that there could be an issue with people who have been exposed to someone with a positive case and they may return to work. That is why I am for extending the paid sick leave without having to use accruals.

Alderman Cavanaugh asked so you are saying as of January 1, #1 would go forward and #2 would stop.

Ms. Ferguson replied yes that is my recommendation.

Alderman Cavanaugh stated I am okay with both of them going forward. I can't support the stopping of #2 when we look at the numbers and the spikes. I don't know if we can break it up or if it is all or none.

Ms. Ferguson responded it is up to you. You can continue both of them but both of them technically expired on December 31 so it is up to the Board if they want to extend them.

Alderman Barry stated Kathy I feel the same way as Alderman Cavanaugh. That #2 really concerns me. I don't know if this has been discussed with the department heads or the union officials as to what the impact would be. I don't feel comfortable supporting your recommendation on #2. The first item is fine

and I will support that but I would move to table #2 until we get input from department heads and the union officials.

Alderman Roy moved to approve recommendation #1 and table recommendation #2. Alderman Barry duly seconded the motion.

Mayor Craig stated since these expired on December 31, I would ask Kathy what the implication is of tabling this and whether it is something we need to move forward on one way or the other.

Ms. Ferguson replied it is totally up to you. I guess what would happen is anyone that was out due to schools being closed and having daycare issues...currently they would use their vacation accruals. If you decide to approve both of them, we would recode as of Friday because payroll hasn't gone by yet. We could code them accordingly so they would not use their accruals. It is totally up to you but if you hold off, depending on #2, if you approve or disapprove it is just a matter of recoding people's pay and giving them back any of their sick or vacation accruals. Does that answer it?

Alderman Cavanaugh asked are we going to have two votes. I am all for #1 and I don't think we should table #2. I would rather just approve both. Before we vote, are we going to have two different votes?

Chairman Stewart stated I would defer to the Clerk.

Matthew Normand, City Clerk, stated we can split the vote if you would like.

Alderman O'Neil stated I just want to say that the issue of schools and daycare is still a major issue for families. To say that they are going to have to start eating into their vacation accrual I don't think is right. A lot of our employees have kids

that go to Manchester schools and they are not going back on the 19th I don't believe so it is a major issue.

Alderman Barry asked if we vote no on #2 that means that this will be extended until March 31, 2021.

City Clerk Normand answered no. You are going to have to take a vote in some fashion. If the tabling fails, the next vote would be to deny or approve. I supposed you could do nothing. It expired on December 30 so any motion would be retroactive back to January 1 if approved tonight.

Alderman Barry asked Kathy what is the impact if we vote against #2 on city employees.

Ms. Ferguson replied you can vote to approve both of them right now and we will recode anyone's previous absence accordingly. Right now we have approximately eight intermittent employees that are out on EFMLA which is the child care piece. The recommendation was just a recommendation from me but if you look at the cover letter it just states that I am looking for the Board to approve to extend the EPSLA and the EFMLA until March 31, which is what the new legislation states. A majority of municipalities are voting no on both and some are voting yes on one. It is up to you how you want to make the motion. It is just that both of those pieces of legislation expired as of December 31. No employees have had to use any sick time or any vacation to quarantine for two weeks whether they were with someone that had a positive test or they themselves tested positive. It would be up to you to make the motion.

Alderman Barry asked if I want to vote yes on both now should I withdraw my motion to table #2.

City Clerk Normand answered why don't we deal with #1 and then you can figure out what the motion is on #2.

Chairman Stewart asked Solicitor Rice if there was anything she wanted to say.

Solicitor Rice replied no. I was just going to speak to #2 but I will wait.

City Clerk Normand stated the motion made by Alderman Roy and duly seconded by Alderman Barry is to approve #1 regarding a voluntary extension of the Emergency Paid Sick Leave Act (EPSLA) through March 31, 2021 and retroactive to January 1, 2021.

Chairman Stewart called for a vote. *The motion carried on a unanimous roll call vote.*

Solicitor Rice stated I would like to speak as a department head on a point of information which is that fortunately all of our prosecution files at the Solicitor's Office are electronic so my employees are fully capable of working at home. I only have 14 employees in my department. Three of them are working fully remotely primarily because they have children in kindergarten or younger and they are in three separate cities and four or five separate daycares and they all decided to go remotely for the first two weeks of the year. I think there is a real economic burden on the employees who can't work remotely. Fortunately, mine can especially with respect to the second item. I just wanted to share that as a department head.

Alderman Cavanaugh moved to amend #2 and approve the voluntary extension of the Expanded Family Medical Leave Act (EFMLA) through March 31, 2021 retroactive to January 1, 2021. We all talk about how valuable our employees are and I know every one of us agrees with that but this is an action that will show

them that we appreciate what they are going through. Our most valuable assets are our families and caring for them is incredibly important to everyone.

Alderman Barry duly seconded the motion.

Chairman Stewart called for a vote. The motion carried on a unanimous roll call vote.

12. Discussion regarding the development of a formal procedure for the selection of City officers.
(Note: This item was referred to the HR Committee by Alderman O'Neil at the 10/6/2020 BMA meeting.)

Chairman Stewart moved to table. **Alderman Roy** duly seconded the motion. **Chairman Stewart** called for a vote. The motion carried on a unanimous roll call vote.

TABLED ITEMS

13. Communication from Kevin Sheppard, Public Works Director, requesting to eliminate one (1) Equipment Operator IV, Grade 15 and add one (1) Equipment Operator III, Grade 14.
(Note: Tabled on 12/1/2020 for further review by DPW.)

Chairman Stewart stated I did receive an email a few days ago from Director Sheppard of DPW with regard to the item on the table. He said that things have been worked out. Tim is this something you could like to get off the table and voted on tonight?

Alderman Roy moved to remove Item 13 from the table. **Alderman Cavanaugh** duly seconded the motion. **Chairman Stewart** called for a vote. The motion carried on a unanimous roll call vote.

Chairman Stewart asked Mr. Clougherty can you give us a brief explanation.

Tim Clougherty, Deputy Public Works Director, stated this is just clearing up an inequity that is really a legacy from when the Parks & Recreation Department was folded into Public Works and we merged. They have a loader operator that works under the Parks Division and we have several loader operators that work under the Highway Division. They are classified differently and that obviously creates some inequities amongst our employees. We had the opportunity with a vacancy in the position at Parks and rather than filling it at its current grade, we thought it would be more equitable to eliminate that position and reestablish it at the same grade as the rest of the positions in our department for the loader operator.

***Alderman Roy** moved to approve. **Alderman Barry** duly seconded the motion.*

*There being no further business, **Alderman Roy** moved to adjourn. **Alderman Barry** duly seconded the motion. Chairman Stewart called for a vote. The motion carried on a unanimous roll call vote.*

A True Record. Attest.

A handwritten signature in black ink, appearing to read "Matthew Normand". The signature is fluid and cursive, with a long horizontal stroke at the end.

Clerk of Committee



City of Manchester

Human Resources Department

One City Hall Plaza
Manchester, New Hampshire 03101

Tel: (603) 624-6543
Fax: (603) 628-6065

DATE: December 1, 2020

The Honorable Mayor Craig
And Board of Aldermen
City of Manchester
Manchester, NH 03101

Re: Position Report Summary

Dear Mayor Craig and Board of Aldermen:

Attached is the authorized position report for the above date. Below is a summary of changes that took place since the last report.

DEPARTMENT	DATE	POSITION	NEW VACANCY	NEW HIRES
Planning	11/19/2020	Customer Service Rep. III	***	
Planning	11/09/2020	Planner I – Lead	*	
Planning	11/09/2020	Planner II		*
Aviation	11/27/2020	Equipment Mechanic II	***	
Aviation	11/17/2020	Marketing and PR Spec.	***	
DPW/EPD	11/13/2020	Electrician II	***	
Fire	11/29/2020	Firefighter		*
Fire	11/08/2020	Firefighter		*
Fire	11/01/2020	Firefighter	*	
Fire	11/01/2020	Fire Lieutenant		*
Fire	11/08/2020	Firefighter		*
Fire	11/01/2020	Fire Lieutenant	*	
Fire	11/01/2020	Fire Captain		*
Fire	11/08/2020	Firefighter		*
Police	11/01/2020	Police Lieutenant	*	
Police	11/01/2020	Police Captain		*
Police	11/01/2020	Police Sergeant	*	
Police	11/01/2020	Police Lieutenant		*
Police	11/01/2020	Police Officer	*	
Police	11/01/2020	Police Sergeant		*
Police	11/23/2020	Police Officer	***	
Police	11/30/2020	Police Officer		***
Police	11/30/2020	Police Officer		***
Police	11/01/2020	Emergency Services Dispatcher	*	
Police	11/01/2020	Crime Analyst		***
Police	11/30/2020	Police Officer		***
Police	11/30/2020	Police Officer		**
Police	11/02/2020	Emergency Services Dispatcher	***	

*Due to Internal Promotions/Demotions/Position Control Changes

**Due to Retirement

*** Due to Resignation

Due to Lay off / % Discharged

DEPARTMENT	DATE	POSITION	NEW VACANCY	NEW HIRES
Police	11/30/2020	Police Officer		***
Police	11/30/2020	Police Officer		*
Police	11/30/2020	Police Officer		***
Police	11/30/2020	Police Officer		***
Police	11/30/2020	Police Officer		***
Police	11/30/2020	Police Officer		*
Police	11/15/2020	Police Lieutenant	**	
Police	11/16/2020	Police Sergeant	*	
Police	11/16/2020	Police Lieutenant		**
Police	11/16/2020	Police Officer	*	
Police	11/16/2020	Police Sergeant		*
Highway	11/02/2020	Equipment Operator III	*	
Highway	11/02/2020	Refuse Truck Driver		*
Highway	11/16/2020	Equipment Operator II		*
Highway	11/02/2020	Equipment Operator II		***
Highway	11/04/2020	Public Service Worker I	***	
Highway	11/30/2020	Survey Instrument Person	*	
Highway	11/30/2020	Equipment Operator V		**
Parks & Recreation	11/09/2020	Rec. Maint. Worker I	*	
Parks & Recreation	11/09/2020	Rec. Maint. Super I		*
Parks & Recreation	11/02/2020	Rec. Maint. Worker I	*	
Parks & Recreation	11/02/2020	Rec. Facility Maint. Worker		*
Parks & Recreation	11/12/2020	Equipment Operator IV	**	
Library	11/16/2020	Office Assistant		***
		Total	22	30

*Due to Internal Promotions/Demotions/Position Control Changes

**Due to Retirement

*** Due to Resignation

Due to Lay off / % Discharged

Kathleen Ferguson
Human Resources Director



CITY OF MANCHESTER

Human Resources Department

December 17, 2020

To: Will Stewart, Chair
Human Resources and Insurance Committee

From: Kathleen Ferguson, Human Resources Director

RE: Sapphire SmartShopper Report (October, 2020)

Sapphire SmartShopper Report

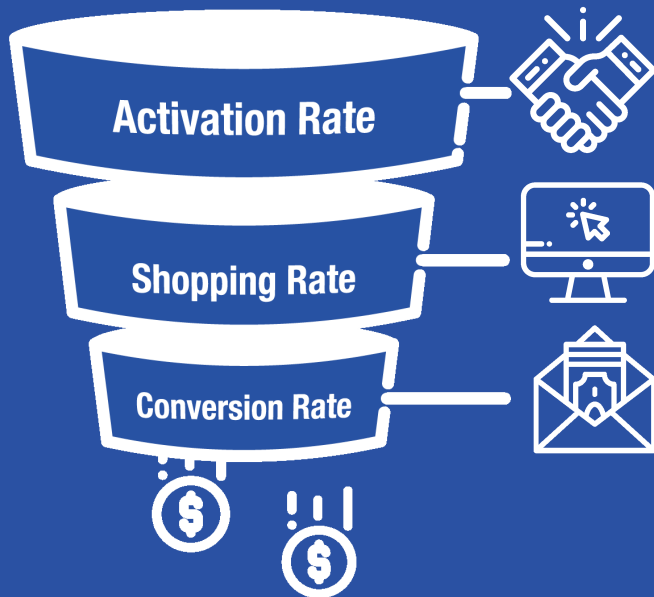
Attached is the City of Manchester's SmartShopper monthly results for October 2020.

Total Savings for **October, 2020** was \$42,044. Total YTD savings \$386,318.

- October, 2019 vs. October, 2020 savings is down \$20,319.
- YTD Savings 2019 to 2020 is down \$166,168.
- Activation Rate 48% Activated Shopping Rate 96%, Activated Conversion Rate 79%
- In October we have 3 new additional activations which is 1.2% of the 559 households that are activated, 204 shopping searches and 80 incentives paid.

**Oct 2020**

Report Date

PERFORMANCE REPORT**EXECUTIVE SUMMARY-Program to Date****Eligible
Population****2,802**
Members**1,174**
Households

48% Activation Rate	8% Activation Benchmark	559 Activated Households	
96% Activated Shopping Rate	66% Activated Shop Benchmark	538 Households Shopped	
79% Shop Conversion Rate	35% Shop Conversion Benchmark	425 Households Receiving Incentive	3,741 Total #Incentives

**\$3,003,103**
Total Gross Savings**\$277,645**
Total Incentives(\$)**\$2,725,458**
Total Claims Savings**Incentive and Savings Summary**

Timeframe	Gross Savings	Incentives Paid(\$)	Claims Savings	Incentives Paid(#)
MTD	\$42,044	\$5,700	\$36,344	80
YTD	\$386,318	\$41,650	\$344,668	596
PTD	\$3,003,103	\$277,645	\$2,725,458	3,741

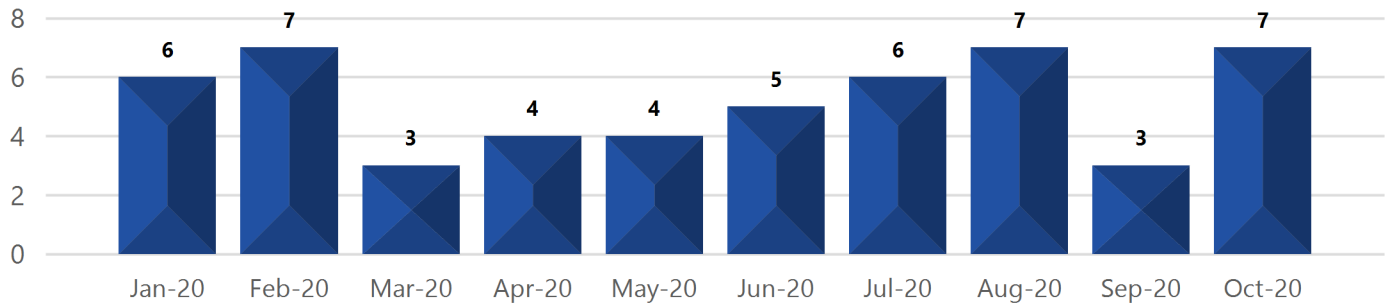
Oct 2020

Report Date

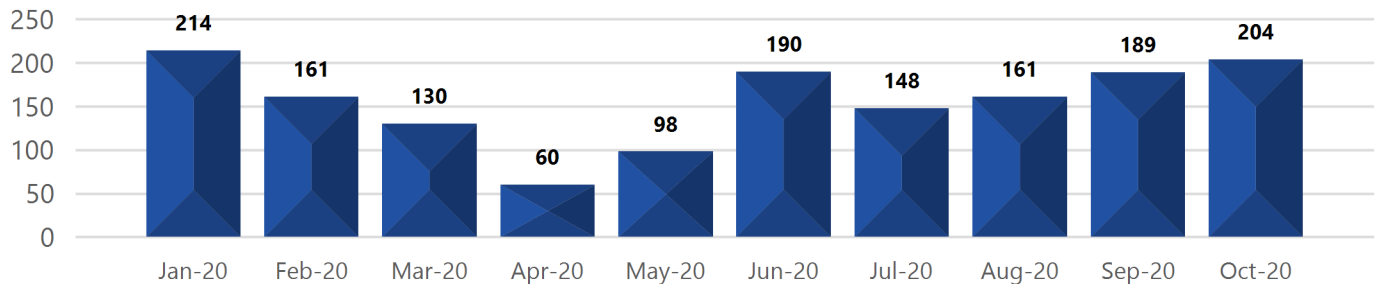
PERFORMANCE REPORT



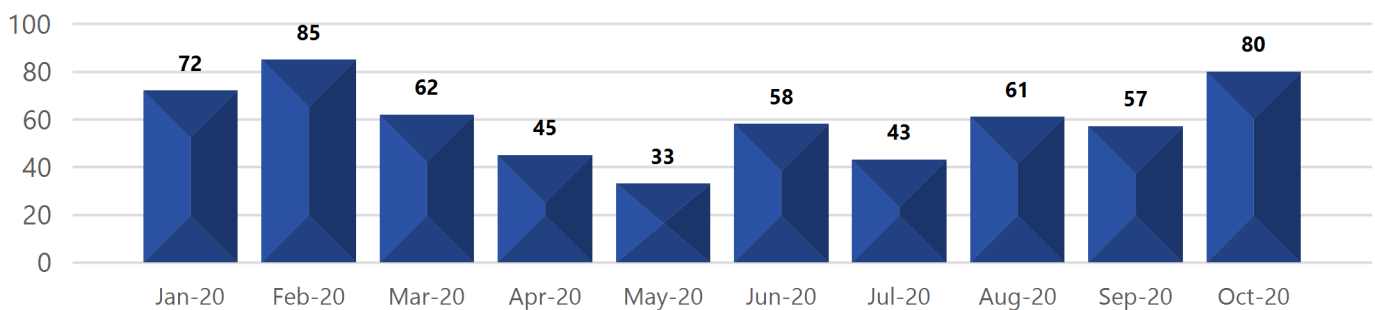
Activations



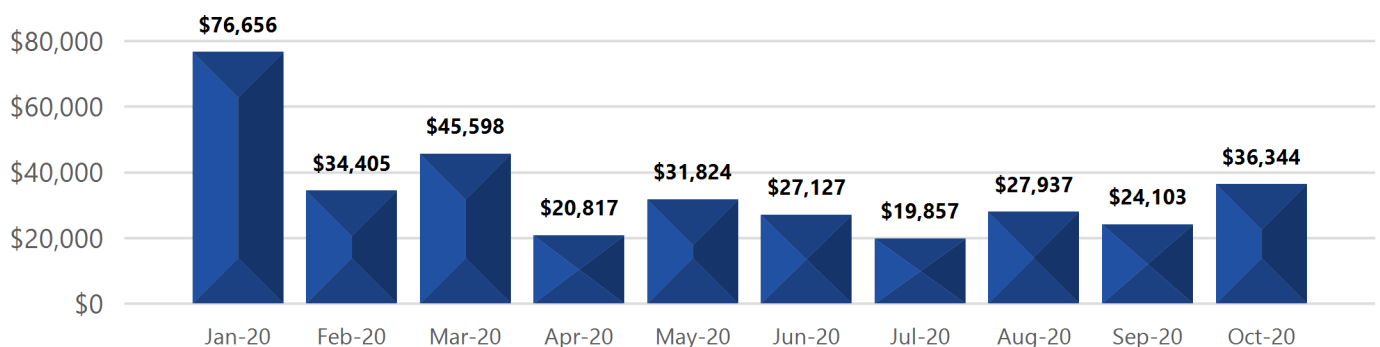
Shopping



Incentives



Claim Savings



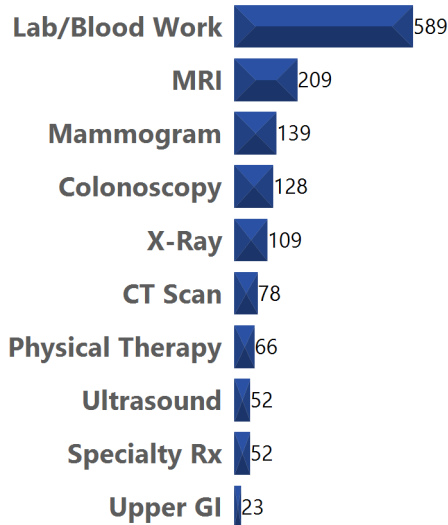
Oct 2020

Report Date

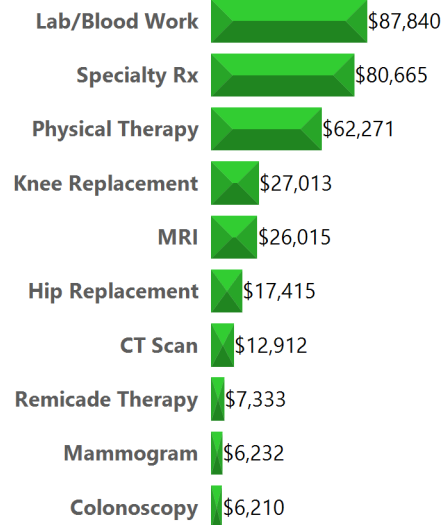
PERFORMANCE REPORT

Top Procedures Summary (Jan 2020 - Oct 2020)

Top Shopping Procedures

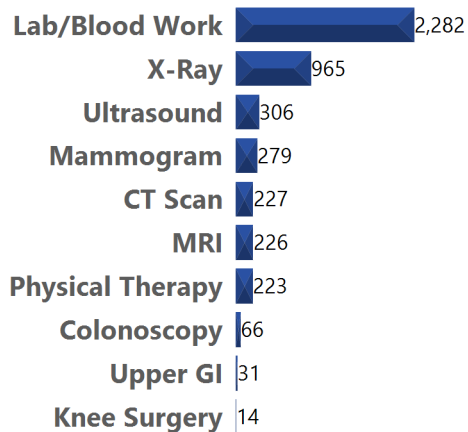


Top Savings Summary

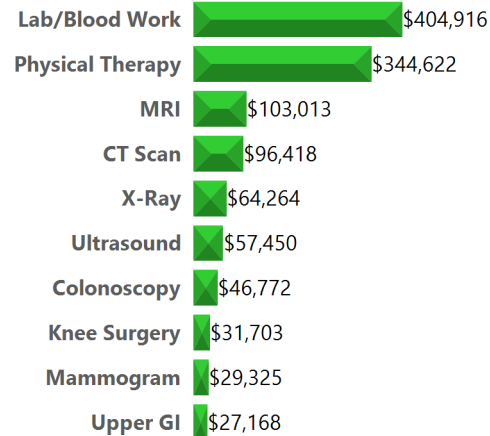


Missed Opportunity Procedure Summary (Jan 2020 - Oct 2020)

Top 10 Missed Opportunity Claims



Top 10 Missed Opportunity Savings



Oct 2020
Report Date**PERFORMANCE REPORT****Cost-Effective Breakout By Procedure (Jan 2020 - Oct 2020)**

Procedure Name	Incurred Claims	Shopping Activity	Incentives Paid(#)	Incentives Paid (\$)	Savings	Savings Per Case	Sapphire BOB savings(Prior Year)	Potential Savings
Back Surgery	4	7	0	\$0	\$0	\$0	\$1,508	\$6,031
Bariatric Surgery	1	6	0	\$0	\$0	\$0	\$8,921	\$8,921
Bone and Joint Imaging	4	3	0	\$0	\$0	\$0	\$380	\$1,520
Bone Density	25	18	3	\$150	\$404	\$135	\$77	\$1,702
Breast Biopsy	8	6	2	\$500	(\$500)	(\$250)	\$2,259	\$13,554
Breast Lumpectomy	1	2	0	\$0	\$0	\$0	\$6,552	\$6,552
Bronchoscopy	2	0	0	\$0	\$0	\$0		\$0
Bunionectomy	2	4	1	\$150	\$1,532	\$1,532	(\$75)	(\$75)
Carpal Tunnel	7	12	3	\$275	\$1,340	\$447	\$1,364	\$5,458
Cataract Removal	12	2	0	\$0	\$0	\$0	\$1,200	\$14,397
Colonoscopy	66	128	14	\$2,550	\$6,210	\$444	\$899	\$46,772
CT Scan	227	78	15	\$2,025	\$12,912	\$861	\$455	\$96,418
Dilation & Curettage - D&C	1	1	0	\$0	\$0	\$0		\$0
Ear Tubes	6	6	0	\$0	\$0	\$0	\$901	\$5,403
Gall Bladder Surgery	4	1	1	\$100	\$3,726	\$3,726	\$2,562	\$7,687
Hammertoe Correction	1	3	0	\$0	\$0	\$0		\$0
Hernia Repair	3	2	0	\$0	\$0	\$0	\$1,949	\$5,846
Hip Replacement	2	1	1	\$500	\$17,415	\$17,415	\$3,543	\$3,543
Hysterectomy	3	0	0	\$0	\$0	\$0	\$240	\$720
Hysteroscopy	4	0	0	\$0	\$0	\$0	\$4,306	\$17,224
Knee Replacement	4	6	2	\$750	\$27,013	\$13,507	\$5,747	\$11,494
Knee Surgery	14	15	2	\$200	\$1,764	\$882	\$2,642	\$31,703
Lab/Blood Work	2,282	589	386	\$9,650	\$87,840	\$228	\$214	\$404,916
Lithotripsy - Kidney Stones	12	1	0	\$0	\$0	\$0	\$1,271	\$15,254
Mammogram	279	139	52	\$2,425	\$6,232	\$120	\$129	\$29,325
MRI	226	209	34	\$4,075	\$26,015	\$765	\$537	\$103,013
Orthopedic Procedure	3	1	0	\$0	\$0	\$0		\$0
PET Scan	7	4	1	\$150	\$2,884	\$2,884	\$2,083	\$12,497
Physical Therapy	223	66	29	\$4,350	\$62,271	\$2,147	\$1,776	\$344,622
Prostate Surgery	0	0	0	\$0	\$0	\$0	(\$500)	\$0
Shoulder Surgery	4	1	0	\$0	\$0	\$0	\$3,467	\$13,870

**Oct 2020**

Report Date

PERFORMANCE REPORT**Cost-Effective Breakout By Procedure (Jan 2020 - Oct 2020)**

Procedure Name	Incurred Claims	Shopping Activity	Incentives Paid(#)	Incentives Paid (\$)	Savings	Savings Per Case	Sapphire BOB savings(Prior Year)	Potential Savings
Sinus Surgery	7	1	0	\$0	\$0	\$0	\$2,112	\$14,785
Specialty Rx	98	52	26	\$13,000	\$80,665	\$3,103		\$0
Spinal Fusion	3	2	0	\$0	\$0	\$0	\$8,229	\$24,687
Tonsils and Adenoids	5	3	1	\$50	\$1,831	\$1,831	\$1,384	\$5,536
Total Revision of Hip and Knee	0	1	0	\$0	\$0	\$0		\$0
Tubal Ligation	1	0	0	\$0	\$0	\$0	\$2,090	\$2,090
Ultrasound	306	52	13	\$475	\$3,919	\$301	\$196	\$57,450
Upper GI	31	23	1	\$50	\$500	\$500	\$906	\$27,168
Urethra and Bladder Scope	12	2	0	\$0	\$0	\$0	\$970	\$11,641
Uterine Tissue Biopsy	8	1	0	\$0	\$0	\$0		\$0
X-Ray	965	109	9	\$225	\$695	\$77	\$67	\$64,264
Total	4,873	1,557	596	\$41,650	\$344,668			\$1,415,986

Oct 2020
Report Date**PERFORMANCE REPORT****Engagement Details (Program To Date)**

Activation	Registration	Shopping	
559 Total HH's Activated	501 Total HH's Registered	538 Total HH's that Shopped	
78% Digital Activation	72% Digital Registration	61% Digital Shopping	57% Male Shopper
22% PAT Activation	28% PAT Registration	39% PAT Shopping	43% Female Shopper

Metric Name	Definition
Activation Rate	Total Activated Households/Total Households
Registration	First instance of a Member validating or providing an email and/or phone number
Shopping	Total number of phone inquiries and web searches by Households
Activated Households that Shopped	How many Activated Households had shop activity for incentivized procedures
Activated Shopping Rate	Total Activated Households that shopped for incentivized procedures/ Total Activated Households
# Incentives Paid	How many Incentives had the client/account received
\$ Incentives Paid	How much had the client/account received from Incentives
Shop Conversion Rate	Total Activated Households receiving an Incentive / Total Activated Households that Shopped
Claims Savings	Calculated as Gross Savings amount - Incentive Amount
Gross Savings	Dollar amount saved by Households choosing to receive care by incentivized providers rather than higher priced providers (original provider cost minus the cost of the incentivized provider). Sum Of Incentive Amounts and Claim Savings.
Savings Per Case	Claim Savings/Incentives Paid
Book of Business Average Savings(prior year)	Average savings per Incentives paid across Sapphires book of business for comparison purposes
Potential Savings	(Incurred Claims-Incentives Paid) * (BoB Average Savings)
Conversion	Member successfully receiving an incentive after shopping

Disclaimer: This report may contain include protected health information ("PHI") and Client represents the report recipient is a permitted recipient under state and federal laws and regulations, including but not limited to HIPAA. In the event such individual is no longer a permitted recipient, Client shall notify Sapphire Digital immediately.

Kathleen Ferguson
Human Resources Director



CITY OF MANCHESTER

Human Resources Department

TO: Will Stewart, Chair
Human Resources and Insurance Committee

FROM: Kathleen Ferguson, Human Resources Director

DATE: December 22, 2020

SUBJECT: INFORMATIONAL ONLY: Vacancy Requisition Requests and Approvals

Attached is the Requisition Approval Report used to monitor the filling of vacant positions within the City of Manchester. The report reflects the current practice of submitting the request first to the Human Resource Department for verification of the vacancy. Once confirmed, the request to fill the vacancy is forwarded to the Mayor for approval.

KF/caf

Received	Req. #	Dept.	Position	Replacing	Replacement Name	HR Approved	Sent to Mayor	Mayor Approved
10/1/2020	187-41-20	Health	Public Health Specialist I (2)	Grant Funded		10/1/2020	10/1/2020	10/2/2020
10/1/2020	188-41-20	Health	Community Health Nurse	Grant Funded		10/1/2020	10/1/2020	10/2/2020
10/1/2020	189-50-20	DPW	Equipment Operator II	Slattery		10/1/2020	10/1/2020	10/2/2020
10/1/2020	190-30-20	Fire	Assistant Fire Chief	Burns	Parent	10/2/2020	10/2/2020	10/2/2020
10/1/2020	191-30-20	Fire	District Chief	Promotion Replacement	Lamothe	10/2/2020	10/2/2020	10/2/2020
10/1/2020	192-30-20	Fire	Fire Captain	Promotion Replacement	Iverson	10/2/2020	10/2/2020	10/2/2020
10/1/2020	193-30-20	Fire	Fire Lieutenant	Promotion Replacement	Russo	10/2/2020	10/2/2020	10/2/2020
10/1/2020	194-30-20	Fire	Firefighter	Promotion Replacement	Williams	10/2/2020	10/2/2020	10/2/2020
10/2/2020	195-33-20	Police	Police Officers (10)	Grant Funded		10/2/2020	10/2/2020	10/2/2020
10/5/2020	196-33-20	Police	Administrative Services Manager	Demers		10/5/2020	10/5/2020	10/5/2020
10/6/2020	197-50-20	DPW	Public Service Worker I	Pellerin		10/13/2020	10/13/2020	10/13/2020
10/6/2020	198-50-20	DPW	Refuse Collector	Dominguez		10/13/2020	10/13/2020	10/13/2020
10/6/2020	199-50-20	DPW	Refuse Truck Driver	Doudi	Brule	10/13/2020	10/13/2020	10/13/2020
10/8/2020	200-33-20	Police	Captain	Aldenberg	Murphy	10/21/2020	10/21/2020	10/21/2020
10/8/2020	201-33-20	Police	Lieutenant	Promotion Replacement	Gravelle	10/21/2020	10/21/2020	10/21/2020
10/8/2020	202-33-20	Police	Police Sergeant	Promotion Replacement	Brandreth	10/21/2020	10/21/2020	10/21/2020
10/8/2020	203-33-20	Police	Police Officer	Promotion Replacement		10/21/2020	10/21/2020	10/21/2020
10/13/2020	204-50-20	DPW	Refuse Collector	Molton		10/13/2020	10/13/2020	10/13/2020
10/13/2020	205-50-20	DPW	Public Service Worker I	Zinkus	Brewer	10/13/2020	10/13/2020	10/13/2020
10/13/2020	206-29-20	Water	Customer Services Rep II	Gagnon		10/13/2020	10/13/2020	10/13/2020
10/13/2020	207-29-20	Water	Utility Billing Supervisor	Hawkinson	Lee	10/13/2020	10/13/2020	10/13/2020
10/13/2020	208-19-20	HR	Compensation Manager	Figg		10/13/2020	10/13/2020	10/13/2020
10/15/2020	209-71-20	Library	Office Assistant	Watts	Stover	10/16/2020	10/16/2020	10/20/2020
10/16/2020	210-30-20	Fire	Investigation and Compliance Specialist	New Position		10/16/2020	10/16/2020	10/20/2020
10/19/2020	211-20-20	Planning	Planner II	Nazaka	Vieira	10/19/2020	10/19/2020	10/20/2020
10/19/2020	212-25-20	Airport	Accounting Technician	New Position		10/19/2020	10/19/2020	10/20/2020
10/19/2020	213-25-20	Airport	LAN Administrator (2)	Lavery & New Position		10/19/2020	10/19/2020	10/20/2020
10/20/2020	214-50-20	DPW	Financial Analyst I	Kannard		10/20/2020	10/20/2020	10/26/2020
10/21/2020	215-25-20	Airport	Airport Operations & Maintenance Spec	Lavery	Grant	10/21/2020	10/21/2020	10/26/2020
10/22/2020	216-33-20	Police	Emergency Services Dispatcher	Gleason		10/22/2020	10/22/2020	10/26/2020
10/22/2020	217-33-20	Police	Emergency Services Dispatcher	Wilder		10/22/2020	10/22/2020	10/26/2020
10/22/2020	218-33-20	Police	Emergency Services Dispatcher	Cowhey-Draleaus		10/22/2020	10/22/2020	10/26/2020

Received	Req. #	Dept.	Position	Replacing	Replacement Name	HR Approved	Sent to Mayor	Mayor Approved
10/23/2020	219-30-20	Fire	Firefighter	McNeil	Driscoll	10/23/2020	10/23/2020	10/26/2020
10/22/2020	220-50-20	DPW	Equipment Operator V	Gagnon	Walsh	10/23/2020	10/23/2020	10/26/2020
10/23/2020	221-50-20	DPW	Public Services Worker I	Thomas		10/23/2020	10/23/2020	10/26/2020
10/26/2020	222-50-20	DPW	Public Services Worker II	Nason		10/26/2020	10/26/2020	10/26/2020
10/27/2020	223-65-20	DPW	Recreation Maintenance Worker I	Lynch		10/28/2020	10/28/2020	10/29/2020
10/29/2020	224-50-20	DPW	Equipment Operator III	Brule		10/29/2020	10/29/2020	10/29/2020
10/30/2020	225-33-20	Police	Assistant Chief of Police	Grant	Mangone	10/30/2020	11/2/2020	11/2/2020
10/30/2020	226-33-20	Police	Police Captain	Mangone	Marr	10/30/2020	11/2/2020	11/2/2020
10/30/2020	227-33-20	Police	Police Lieutenant	Promotion Replacement	Bellenoit	10/30/2020	11/2/2020	11/2/2020
10/30/2020	228-33-20	Police	Sergeant	Promotion Replacement	LaValllee	10/30/2020	11/2/2020	11/2/2020
10/30/2020	229-33-20	Police	Police Officer	Promotion Replacement		10/30/2020	11/2/2020	11/2/2020
11/6/2020	230-33-20	Police	Emergency Services Dispatcher	Kammer		11/6/2020	11/6/2020	11/6/2020
11/9/2020	231-65-20	DPW	Recreation Maintenance Worker I	Caswell		11/9/2020	11/9/2020	11/10/2020
11/12/2020	232-50-20	DPW	Dispatcher	Martineau		11/12/2020	11/13/2020	11/13/2020
11/12/2020	233-71-20	Library	Librarian II	Reddy	Harmon	11/12/2020	11/13/2020	11/13/2020
11/12/2020	233-25-20	Aviation	Marketing & Public Relat's Spec.	Paiva		11/12/2020	11/13/2020	11/13/2020
11/18/2020	234-20-20	Planning	Planner I (Limited Term)	Vieira		11/18/2020	11/18/2020	11/19/2020
11/18/2020	235-33-20	Police	Administrative Assistant III	Demers	Kingsbury	11/19/2020	11/19/2020	11/19/2020
11/19/2020	236-50-20	DPW	Dispatcher	Coutu		11/19/2020	11/19/2020	11/19/2020
11/20/2020	237-41-20	Health	Community Health Worker (2)	Grant Funded		11/20/2020	11/20/2020	11/23/2020
11/23/2020	238-20-20	Planning	Customer Services Representative III	Bilodeau		11/24/2020	11/24/2020	12/1/2020
11/23/2020	239-50-20	DPW	Survey Instrument Person	Walsh		11/24/2020	11/24/2020	12/2/2020
11/24/2020	240-33-20	Police	Police Officer	Brown		11/24/2020	11/24/2020	12/1/2020
12/1/2020	241-33-20	Police	Police Sergeant	Day		12/1/2020	12/2/2020	12/2/2020
12/1/2020	242-33-20	Police	Police Officer	Promotion Replacement		12/1/2020	12/2/2020	12/2/2020
12/3/2020	243-2-20	Assessors	Customer Service Representative III	Davella		12/3/2020	12/3/2020	12/3/2020
12/8/2020	244-30-20	Fire	Fire Captain	O'Rourke		12/8/2020	12/9/2020	12/14/2020
12/8/2020	245-30-20	Fire	Fire Lieutenant	Promotion Replacement		12/8/2020	12/9/2020	12/14/2020
12/8/2020	246-30-20	Fire	Firefighter	Promotion Replacement		12/8/2020	12/9/2020	12/14/2020
12/9/2020	247-33-20	Police	Administrative Assistant II	Kingsbury		12/9/2020	12/9/2020	12/14/2020
12/10/2020	248-30-20	Fire	Fire District Chief	Michael		12/10/2020	12/10/2020	12/14/2020
12/10/2020	249-30-20	Fire	Fire Captain	Promotion Replacement		12/10/2020	12/10/2020	12/14/2020

December 2020 Requisition Report

Received	Req. #	Dept.	Position	Replacing	Replacement Name	HR Approved	Sent to Mayor	Mayor Approved
12/10/2020	250-30-20	Fire	Fire Lieutenant	Promotion Replacement		12/10/2020	12/10/2020	12/14/2020
12/10/2020	251-30-20	Fire	Firefighter	Promotion Replacement		12/10/2020	12/10/2020	12/14/2020
12/14/2020	252-50-20	DPW	Public Services Worker I	Conery		12/14/2020	12/14/2020	12/14/2020
12/14/2020	253-33-20	Police	Police Sergeant	Sanders		12/14/2020	12/14/2020	12/14/2020
12/14/2020	254-33-20	Police	Police Officer	Promotion Replacement		12/14/2020	12/14/2020	12/14/2020
12/15/2020	255-50-20	DPW	Refuse Truck Driver	Dionne		12/16/2020	12/16/2020	12/16/2020
12/15/2020	256-50-20	DPW	Highway Supervisor I	Neuman		12/16/2020	12/16/2020	12/16/2020
12/16/2020	257-71-20	Library	Librarian I	Harmon		12/16/2020	12/16/2020	12/17/2020
12/16/2020	258-29-20	Water	Informational Support Specialist (2)	New Positions		12/16/2020	12/16/2020	12/17/2020
12/18/2020	259-25-20	Airport	Equipment Mechanic II	Agustilliano		12/18/2020	12/18/2020	12/18/2020
12/18/2020	260-65-20	DPW	Recreation Maintenance Worker II (2)	New Positions		12/18/2020	12/18/2020	12/18/2020
12/18/2020	261-50-20	DPW	Safety and Training Officer	New Position		12/18/2020	12/18/2020	12/18/2020

Kathleen Ferguson
Human Resources Director



CITY OF MANCHESTER

Human Resources Department

December 22, 2020

To: Will Stewart, Chair
Human Resources and Insurance Committee

From: Kathleen Ferguson, Human Resources Director

Re: INFORMATIONAL ONLY: Summary of Grievances and Arbitrations

Attached is a summary document of outstanding and/or settled union grievances and arbitrations as of December 22, 2020.

KF/caf

December, 2020
Outstanding Grievances and Arbitrations

Department Case Number	Date Filed	GRIEVANCE	STATUS	ARB #/DATE	OUTCOME
AFSCME-Fleet 1-19		Sick Bank	Pre-Arb 1/9/20		Held in abeyance
AFSCME - Master P&R 12-18		OT and classification	Pre-Arb 8/22/18		This matter did not go forward to arbitration. Settlement pending.
AFSCME - Master 4-19	2/20/2019	Storm coverage and regular workday hours	Pre-Arb 5/14/2019	Arbitration Arb. Cooper 5/3/21	Arbitration has been scheduled.
AFSCME - Master 5-19	5/29/2020	Plus Rate Laborer	Pre-arb 6/18/2019	Arbitration Arb. Cooper 4/2/21	Arbitration has been scheduled.
AFSCME - Master 7-19	9/13/2019	Promotion By-Pass	Pre-Arb 1/9/20		Held in abeyance
AFSCME- Master 8-19	10/1/2019	Promotion By-Pass	Pre-Arb 1/9/20		Held in abeyance
1- AFSCME Master-20	2/18/2020	Shift Differential			Held in abeyance
2-AFSCME Local 298-20	7/21/2020	No Call, No Show			Held In abeyance
3-AFSCME Local 298-20	7/23/2020	Promotion By-Pass		Arbitration Arb. Cooper 3/31/21	Arbitration has been scheduled.

December, 2020					
Outstanding Grievances and Arbitrations					
MPPA 1-18		Termination DM	Pre-Arb. 3/16/18	Arbitration Arb. Cooper 10/20/2020	Arbitration was held on October 20, 2020; post hearing briefs are due January 4, 2021.
MPPA 3-18		Termination AB	Pre-Arb. 5/2/18		This matter is concluded and should be closed.

Kathleen Ferguson
Human Resources Director



CITY OF MANCHESTER

Human Resources Department

December 22, 2020

To: Will Stewart, Chair
Human Resource and Insurance Committee

From: Kathleen Ferguson, Human Resources Director

RE: Insurance Broker Request for Proposal—INFORMATIONAL PURPOSES ONLY

This memo is to update the committee on the progress of the Health Insurance Broker RFP. There were six brokers that submitted proposals (Deadline December 21, 2020) and the consulting firm hired by the City, Aurora Business Solutions, is currently reviewing them.

Aurora will compile all the information submitted by each bidder and provide scoring results to the Human Resources Department. The top three firms will be chosen for onsite interviews during the second week in January.

Interviews will be conducted by a Health Insurance Broker Committee made up of representatives from Human Resources, Finance and Chair Will Stewart.

The successful broker will be scheduled to make a presentation at a regularly scheduled BMA meeting.

Thank you.

KF/caf

Chief of Police
Allen D. Aldenberg
Assistant Chief
Steven A. Mangone



Commission
Scott R. Spradling, *Chairman*
Charlie Sherman
Manny Content
Eva Castillo
John G. Cronin

CITY OF MANCHESTER

Police Department

December 30, 2020

Board of Mayor and Aldermen
Human Resources Director
City of Manchester, NH
One City Hall Plaza
Manchester, NH 03101

Dear Mayor and Board of Aldermen

I am asking to revise the Manchester Police Department complement by removing one Police Officer (grade 19) and replacing it with one Police Sergeant (grade 22). It is my intent to assign this additional Sergeant to the Juvenile Division/Domestic Violence Unit on the 4-12 shift for the below reasons:

1. The current Span of Control for the Juvenile Division sergeant is 16 total Detectives (7 Detectives and 9 School Resource Officers).
 - o MPD SOP recommends maximum of 8 subordinates.
2. There are numerous administrative responsibilities with the most notable being DCYF law enforcement notifications (3-8 per day), information requests from outside agencies and review of all incoming reports to ensure that they are forwarded to DCYF and assigned in a timely manner.
3. Participation in required meetings with outside agencies to include but not limited to; Manchester School District, Child Advocacy Center, County Attorney's Office, DCYF, Juvenile Probation/Parole, Office of Youth Services, and MPAL.
4. Current Span of Control for DV is 11 (6 Detectives, one in-house advocate, four court advocates).

A second sergeant will help to ease the administrative burden and split the span of control to a more manageable number. This would give both sergeants the ability to concentrate their efforts on truly supervising/growing their subordinates as investigators and productive employees. It would also provide the dayshift sergeant the opportunity to check in more

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A NATIONALLY ACCREDITED LAW ENFORCEMENT AGENCY



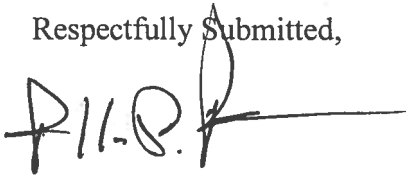
frequently in person with their SRO's and school administrators.

Additionally, the detectives on 4-12 shift are often asked to make supervisory level decisions in the absence of an actual supervisor. Although they are all very competent and skilled, it is my concern that we are putting them in a supervisory role when they are not yet qualified for that position.

The juvenile and domestic violence investigative disciplines are very complex and these type of cases require immediate action and attention. For many years the detectives assigned to the 4-12 in these two units have been without supervision which to me is concerning. Again, our detectives are extremely talented and dedicated but they deserve the appropriate level of supervision in order to develop them as professionals, while also ensuring that vital matters are not overlooked which are ultimately the responsibility of a supervisor.

This complement change will not have a negative impact on the Manchester Police Departments' FY2021 budget as we can absorb any additional cost to the complement change. Thank you in advance for your consideration.

Respectfully Submitted,

A handwritten signature in black ink, appearing to read "A.D. Aldenberg", with a long horizontal line extending to the right.

Allen D. Aldenberg
Chief of Police

Kathleen Ferguson
Human Resources Director



CITY OF MANCHESTER

Human Resources Department

December 21, 2020

Alderman Will Stewart, Chair
Human Resources and Insurance Committee
City of Manchester
One City Hall Plaza
Manchester, NH 03101

Dear Chair Stewart and HRIC Members:

Police Chief Allen Aldenberg requests the following complement change:

- Eliminate one Police Officer (9280), grade 19
- Add one Police Sergeant (9300), grade 22

The Manchester Police Department has added more Police Officers over the past few years (e.g. on 4/17/18 BMA approved the addition of five (5) new Police Officers, on 8/6/19 BMA approved the addition of another five (5) Police Officers, and on 10/1/19, the BMA approved the addition of ten (10) Police Officers to its' complement).

According to Aldenberg, the additional Police Officers has increased the need for one (1) Police Sergeant to supervise the additional Police Officers.

Chief Aldenberg has confirmed the funds for this complement change are within the Police Department's fiscal year 2021 budget.

HR recommends:

- Eliminating one (1) vacant Police Officer (9280), grade 19
- Approving the addition of one (1) Police Sergeant (9300), grade 22

Respectfully Submitted,

Kathleen Ferguson, PHR, SHRM-CP
Human Resources Director

Kathleen Ferguson
Human Resources Director



CITY OF MANCHESTER

Human Resources Department

December 21, 2020

Alderman Will Stewart, Chair
Human Resources and Insurance Committee
City of Manchester
One City Hall Plaza
Manchester, NH 03101

Dear Chair Stewart and HRIC Members:

Subject: Education Repayment Program Pilot Project

Human Resources has explored monthly education repayment programs offered to employees by their employers. Helping pay off student debt faster, by making monthly contributions directly to an employee's student loan servicer on their behalf, while employees continue to make regular payments, will give the City of Manchester an edge in the battle for talent.

Over three hundred (300) City of Manchester employees have reached &/or will reach retirement age in the next ten (10) years. According to the Society for Human Resources (SHRM), "the competition to attract and retain talent is fierce." An education repayment program is an innovative way to offer competitive pay and benefits to current and prospective employees.

The program benefits include:

- Saves employees time and money. (College graduates will save on interest, and reduce their repayment term.)
- Improves recruitment, retention, and engagement. (Employers see a reduction in turnover, and gain a competitive edge.)
- Differentiates the City of Manchester, and strengthens its brand from competitors
- Improves employee financial wellness, by helping them save for retirement while repaying their student loans
- Gains happier, more productive employees

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The City has a current employee tuition reimbursement program that has funds that could be shared for this new pilot education repayment program on a temporary basis in order to evaluate the demand for this benefit.

Human Resources recommends:

- introducing a pilot program for an educational repayment program effective FY 2022 using partial funds allocated for the tuition reimbursement program.

Respectfully submitted,

Kathleen Ferguson PHR, SHRM-CP
Human Resources Director

City of Manchester
Human Resources Department
One City Hall Plaza
Manchester, NH 03101-1932
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EDUCATION REPAYMENT PROGRAM POLICY CITY OF MANCHESTER, NEW HAMPSHIRE

I. Policy:

1. City of Manchester (City) will provide eligible employees contributions applied to the employee's qualified higher education student loan.

II. Objectives and Philosophy:

1. It is the objective and philosophy of the City:
 - A) to continue to provide employees market competitive benefits and help reduce their student loan debt;
 - B) to help employees pay their loans off faster and save on interest.

III. Employee Eligibility:

- A) Active full-time regular employees working more than 20 regular hours per week
- B) Active part-time regular employees working more than 20 regular hours per week

Employees NOT Eligible

- Temporary employees
- Probationary employees
- Employees participating in the City's Tuition Reimbursement Program

IV. Loan Eligibility

Loans Approved

- A) Loans taken out in the employee's name and used to pay for the employee's higher education;
- B) Loans for complete or incomplete degrees;
- C) Loans taken out for online universities accredited by recognized accreditation agencies;
- D) Schools with accreditation recognized by the US Department of Education:
 - Please refer to the US accreditation database for further details:
<https://ope.ed.gov/accreditation/>

Degrees approved

- E) Associate degrees
- F) Bachelor degrees
- G) Graduate degrees

Loans not approved

- H) Loans in default, in collections, or if not currently required to make loan payments for any reason;
- I) Loans in someone else's name used to pay for the employee's education;
- J) Loans taken out in employee's name and used to pay for someone else's education (e.g., loan taken out for a child/ward etc.);
- K) Loans for certifications.

V. Contribution Structure

For all Program-eligible employees, The City of Manchester will make monthly contribution payments until the selected loan is repaid or the lifetime maximum contribution is reached. Only one loan at a time may be selected by the employee for a contribution under the Program.

- A) For all eligible employees, a monthly payment of \$75.00 will be paid by The City of Manchester to the loan service provider, up to a lifetime maximum of \$3,600.00 or until the loan is considered repaid.
- B) A loan is considered repaid once the outstanding balance is below an amount equal to two times the monthly contribution amount.
- C) Employees must continue to make the monthly minimum load payments to the loan service provider; the City's student loan contribution is in addition to the employee's monthly payment.

VI. Program Enrollment

- A) If employees meet the eligibility requirements outlined in this document, they will be required to submit required documents to the service provider during the enrollment process. These documents will be validated to determine eligibility. Further instructions will be supplied via the enrollment email from the service provider to eligible employees.
- B) Employees must maintain employee and loan eligibility requirements outlined above for continued participation in this Program. If employee or loan status changes and employee is no longer eligible for the Program, contributions will cease.
- C) Employee is responsible for notifying the City's service provider of any changes in their loans that would result in their loan becoming ineligible for the Program.
- D) Employee is responsible for notifying the City's service provider if their loan becomes paid off and they are no longer eligible for continued contributions. Any overpayments returned by the loan service provider, to the employee must be returned to the loan service provider. The loan service provider will credit the City of Manchester on their next funding file.

Disclaimer:

All policies and procedures outlined in this Program are subject to change or have modifications at any time, at the sole discretion of the City of Manchester.

Kathleen Ferguson
Human Resources Director



CITY OF MANCHESTER

Human Resources Department

December 28, 2020

Alderman Will Stewart, Chair
Human Resources and Insurance Committee
City of Manchester
One City Hall Plaza
Manchester, NH 03101

Dear Chair Stewart and HRIC Members:

On December 15, 2020 the Board of Mayor and Aldermen referred Human Resources agenda item “*changes to the City’s A-STEP Program*” back to the Human Resources and Insurance Committee.

The A-STEP program’s purpose is to reward employees who make extraordinary efforts to bring “added value” to the workplace. The program also encourages learning new skills or gaining more knowledge to complete a task faster, better or less costly for the organization while providing better public service which is considered “added value.”

In order to clarify the A-STEP program further, the attached revisions include updates which establishes that the A-STEP program is made available to all employees who apply for an A-STEP and complete the approved education, specialized training and/or skills component after their date of hire.

In order to reduce confusion, the following revisions, which clarify the forms associated with the A-STEP program are recommended by Human Resources:

1. Achievement, Specialized Training and Education Program (A-STEP) Information Sheet
2. A-STEP Application Form
3. Policy Manual – Achievement Pay Standards for the City of Manchester, New Hampshire

It is the intent of Human Resources to communicate to all Dept. Heads that the A-STEP program will now be part of the new hire orientation.

Respectfully submitted,

Kathleen Ferguson, PHR, SHRM-CP
Human Resources Director

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Policy Manual

Achievement Pay Standards
for the
City of Manchester, New Hampshire



Human Resources Department
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Revised June 20, 2007
Revised January 19, 2021

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~~Administrative and Related Classes~~

~~Finance, Information and Related Classes~~

~~Airport and Related Classes~~

~~Waterworks, Wastewater and Related Classes~~

~~Highway, Traffic and Related Classes~~

~~Parks, Recreation and Related Classes~~

~~Health, Welfare and Related Classes~~

~~Library, School and Related Classes~~

~~Public Safety and Related Classes~~

~~Appendices~~

Preface

The City of Manchester's Position Classification and Pay Plan provides a process for assigning all classes of positions to the appropriate pay grade through the use of a factor point evaluation system. This evaluation system assigns values to 10 factors (including the minimum level of education and training required for the essential duties and responsibilities of positions in the class). Once a class of positions is assigned to a pay grade, employees generally enter the pay grade at the minimum or starting step unless market conditions justify a higher placement in the pay grade. Employees move up the pay grade range in accordance with the City's Employee Development and Performance Evaluation Process (EDP) and its longevity policy.

In adopting the Position Classification and Pay Plan, the City's Board of Mayor and Aldermen elected to provide additional monetary incentives to encourage employees to secure additional knowledge, skills and abilities (KSA's) related to their duties and responsibilities. While not required for the position, these additional KSA's should enhance quality and productivity of the employee's performance. The purpose of this Policy Manual is to provide guidelines for the implementation and maintenance of this component of the City's Classification and Pay Plan, known as the A-STEP.

The complete Policy Manual (located on Drive G:\HRD\A-STEPS) contains brief descriptions of each class of positions that provide:

- (1) class title and class code;
- (2) principal function of the class; current required knowledge, skills and abilities expected of an employee at the beginning of employment; current required minimum education expected of an employee at the beginning of employment; and,
- (3) Any current additional requirements expected of employees at the beginning of their employment.

These descriptions contain additional criteria that includes formal education, specialized training and other skills that, while not required for initial or continued employment, would justify an A-STEP for the employee because of the added value these criteria bring to the quality and productivity of the employee's assigned duties. Copies of the Class Specifications with identifying KSA's can be found on the City "G" Drive\HRD\ASTEPS

The content of these brief descriptions relating to the principal function of the class, current required knowledge, skills and abilities, minimum education requirements and minimum additional requirements are from the City's existing class specifications adopted and approved by the Board of Mayor and Aldermen. The content of the KSA's proposed in this Manual were developed from responses to a written survey instrument from City department heads, division heads, other supervisory personnel and individual employees by consultant Yarger Decker and McDonald (YDM). In its review of responses to YDM's survey, YDM accepted some responses and rejected or modified others. YDM accepted responses that suggested achievement pay standards for additional education, skills and abilities that add obvious and direct value to performed work. YDM rejected or modified suggestions that appeared to be simple workshops, seminars and other specialized training that are more appropriate for continuing education normally expected of all employees. The essential purpose of the A-STEP program is to reward those employees who make extraordinary efforts to improve their job-related education, specialized training and skills to bring added value to their work. It is expressly not a program to reward employees to stay current with information and technology related to their responsibilities or to provide a relatively easy way for employees to increase their base pay.

YDM believes that enhanced knowledge, skills and abilities are best demonstrated by the completion of pre-determined educational courses, training seminars and workshops that "certify" the employee has achieved that new proficiency and/or knowledge. Any pay incentive system that fails to establish criteria for demonstrating achievements or that establishes superficial standards will not succeed. Employees that have specific and difficult achievement standards will quickly object to superficial or easy achievement standards for other employees.

An employee adds value when they strive to improve their current education, training and skills while employed with the City of Manchester. If an individual is hired and in the midst of completing advanced education, training, and/or skills, they are encouraged to continue their professional development and apply for an A-STEP. Additional professional development obtained after date of hire counts towards qualifications for an A-STEP even if started before the date of hire. A-Steps will only be approved when advanced education, training and skills are completed after an employee's date of hire unless specified in Collective Bargaining Agreements.

The standards set for pay incentives may vary even within a class of positions. For example, there are many different positions within the class of Administrative Assistant II. The City may benefit from one employee who achieves certification in desktop publishing and newsletter design while it would benefit from a second employee in the class who completes an advanced course in Microsoft Access Database. The brief descriptions in this Policy Manual of qualifying education,

specialized training and skills improvements are “menus” that an employee and his or her supervisor may choose to improve the employee’s work quality and productivity. A-STEP Standards are listed in three categories: (1) Qualifying Additional Formal Education; (2) Qualifying Additional Specialized Training; and (3) Qualifying Additional Skills. YDM recommends that an employee must successfully complete items in two (2) of the three (3) menu categories in order to qualify for the A-STEP. It is important to remember that the qualifying KSA’s are based on the individual job and the added value to the work and the department. Some of the achievement pay standards prescribed in this Manual are phrased in general terms (e.g., “Completion of a pre-determined number of courses appropriate to assigned duties” or “Certification appropriate to assigned duties.”) Department heads, employees, and / or bargaining unit representatives should propose specific courses in order to customize training for employees based on their position.

The City’s revised Consolidated Pay Schedule contains 36 pay grades (pay grades 1-36) with 13 steps (pay steps 1 - 13) in each grade. There is a 7% differential between each pay grade and a 3% differential between each pay step. Between each pay grade is a half-grade or “achievement” grade that is 3.5% higher than the base pay grade. For example, pay grade 10A is 3.5% higher than pay grade 10. When an employee accomplishes applies for an A-STEP and completes after date of hire, the approved additional qualifying formal education, specialized training or skills component, the employee’s base pay is moved from their current base pay grade and step to the same pay step in the achievement grade and results in a 3.5% increase in the employee’s annual pay.

The additional qualifying knowledge, specialized training and skills provided for each class of positions in this Policy Manual should be considered as guides for refinement by each department. Rapid changes in the level of required knowledge and technology for quality performance in most municipal positions mandate that the City exhibit flexibility in establishing and modifying its A-STEP program. Today’s qualifying additional knowledge, skills and abilities may be tomorrow’s minimum requirement for employment. As the City moves toward implementation of its pay incentive program, it is essential that department heads, bargaining units, and employees work closely with the Human Resources Department to ensure that the qualifying standards for pay incentives are internally fair, market sensitive and regularly updated. An employee may not maintain their A-STEP award if the education or training is deemed obsolete. The policy recommendations in the following section provide a process for ensuring that the City’s pay incentives are appropriately integrated into the City’s overall position classification and pay system. The City of Manchester recognizes that collective bargaining agreements include specific language regarding the A-STEP process for union membership.

Policy and Procedures

The City of Manchester's Pay Incentives Program is administered by the Human Resources Department in accordance with established personnel rules and regulations ~~as contained in Chapter 33, Section 33.049 of the City's Code of Ordinances~~ and in accordance with the Procedural Guidelines for the Administration and Maintenance of the Compensation Plan contained in the City's Position Classification and Pay Plan adopted by the Board of Mayor and Aldermen, unless established in current Collective Bargaining Agreements.

Section 1 Policy

The Board of Mayor and Aldermen has established the policy for achievement grades through the adoption of the City's Position Classification and Pay Plan. Section 8 of the Procedural Guidelines for the Administration and Maintenance of the Compensation Plan provides as follows:

“An *achievement grade* or half pay grade (A-STEP) is 3.5% above a regular pay grade. When specific education, training and skill achievements are defined and adopted for an individual position, and the incumbent in that position secures such education, training and skills after date of hire, and submittal of application for an A-STEP, the pay of the incumbent shall increase from the incumbent's current pay grade and pay step to the A-Step grade that provides the employee with the equivalent of a one step increase. Specific knowledge or skill achievement standards for each position or class of positions must be approved by each department head and the Human Resources Director unless specified in current Collective Bargaining Agreements.

Section 2 Establishment of Achievement Pay Standards

1. Drafts of Achievement Pay Standards for each of the City's classes of positions shall be distributed to each department head for review. Each department head shall further distribute such drafts of Achievement Pay Standards to each division head in the department and to each bargaining unit representative who represents one or more employees in the department. After a review period not to exceed thirty (30) days, the department head shall convene a meeting with each division head and bargaining unit representative to review the suggestions of such division heads and bargaining unit representatives.

2. The department head shall then, within sixty (60) days after the initial receipt of the draft Achievement Pay Standards, forward recommendations to the Human Resources Director for the establishment of Achievement Pay Standards within the department.
3. ~~The establishment of Achievement Pay Standards within the department.~~ Bargaining unit representatives may, at their option, forward separate recommendations to the Human Resources Director. These recommendations should include the A-STEP criteria, and (brief) supporting documentation for each criterion.
4. The Human Resources Director shall review all A-STEP recommendations received from department heads and bargaining unit representatives. The Human Resources Director will compare such recommendations to the minimum knowledge, skills and ability requirements contained in the City's officially adopted class specifications to ensure that recommended Achievement Pay Standards do not include pay incentives for knowledge, skills and abilities already mandated by existing class specifications. The Human Resources Director shall also review recommended Achievement Pay Standards to ensure that such standards are deserving of achievement pay when compared to the market and principles of internal equity among all classes of positions in the City. Upon completion of the Human Resources Director's review of Achievement Pay Standards recommended by each department head and each bargaining unit representative, but no later than sixty (60) days after receipt of such recommendations, the Human Resources Director shall either approve the proposed A-Step criteria or deny the request, unless specified in current Collective Bargaining Agreements.
5. Subsequent to the initial approval and adoption of Achievement Pay Standards by the Board of Mayor and Aldermen, the Human Resources Director may present additional Achievement Pay Standards recommendations involving the addition, deletion or modification of Achievement Pay Standards as needed.

Section 3

Minimum Achievement Pay Standards

1. Achievement Pay Standards reward employees who achieve education, specialized training, and skills that are significantly above the minimum requirements of their class of positions. Achievement Pay Standards are to be based solely on the following factors:
 1. Completion of the Pre-Determined Achievement Pay Standards after date of hire, as Provided in the Pre-Approved Achievement Pay Standards for the Class;
 2. Presentation by the Employee and Department Head of Evidence that the Employee completed all Requirements to Meet the Achievement Pay Standards (Diplomas, Certificates, etc.).
2. Achievement Pay shall not be based on the following:
 1. An Employee's Performance;
 2. An Employee's Longevity;
 3. An Employee's Previous Experience, or education prior to date of hire;
 4. Corrections for Perceived Internal Inequity in an Employee's Base Pay;
 5. Corrections for Perceived External Non-Competitiveness of the Employee's Base Pay.

Section 4

Notification of Employee Intent

When Achievement Pay Standards are approved and adopted for a class of positions, an employee who wishes to pursue elevation to an *achievement grade* shall notify the department head of such intent and shall specify the Achievement Pay Standards within the employee's class to be pursued by the employee. The employee shall complete and sign an A-STEP application. The department head and the Human Resources Director must approve the A-STEP application, unless specified in current Collective Bargaining Agreements. The application shall be placed in the Employee's personnel file with a copy provided to the Human Resources Department. Department heads that wish to pursue an A-STEP shall complete an A-STEP application and forward it to the Human Resources Director for review. The Human Resources Director shall submit the application to the Mayor for final approval.

Section 5

Achievement Pay Threshold

Since a class of positions may contain multiple Achievement Pay Standards to accommodate the various positions within a class, the Human Resources Director may request a meeting with the department head if it appears the pursuit of an Achievement Pay Standard is inappropriate to an employee's assigned duties and responsibilities. If the Human Resources Director and Department Head cannot reach consensus on the Achievement Pay Standard to be pursued by an employee, the Human Resources Director may present the issue to the Human Resources and Insurance Committee of the Board of Mayor and Aldermen for a final resolution.

Achievement Pay Standards for each class of positions are grouped into three different kinds of categories: (1) Qualifying Additional Formal Education; (2) Qualifying Additional Specialized Training; and (3) Qualifying Additional Skills. In order for an employee to advance into an Achievement Pay Grade, the employee must successfully complete the required items within two (2) of the three (3) categories. One completed category of required items may suffice to achieve an A-STEP provided the required items are proposed by the employee and / or bargaining unit representative, and approved by the department head and the Human Resources Director, unless specified in current Collective Bargaining Agreements. All employees shall be provided equal opportunity to pursue completion of Achievement Pay Standards appropriate to their assigned duties and responsibilities.

Section 7

New Employees, Promotions and Transfers

1. Probationary employees are not eligible for A-Steps until the successful conclusion of their probationary period.
2. Promotions. When an employee is promoted to a position in a higher class, the employee's pay shall be increased according to City compensation plan regulations. If the employee meets the Achievement Pay Standards for the higher class, the employee shall be placed in the *achievement grade* for the higher class. If the employee does not meet the Achievement Pay Standards the higher class, he or she shall be placed in the base pay level of that class. An employee may not receive an A-Step for achievements that he/she already received credit for in the former position. New achievements must be developed and approved for the new higher level position, unless specified in current Collective Bargaining Agreements.

3. Transfers. There shall be no immediate change in the pay rate of an employee who is transferred from one position to another position in the same class. If the transferred employee is in an achievement grade and the Achievement Pay Standard for the employee's current position is not applicable to the transferred position, the employee will be placed in the base pay step of the new position that is the same or immediately above the employee's current pay.

Section 8

Administration and Maintenance

The Human Resources Director shall be responsible for the administration and maintenance of the City's knowledge and skills-base pay incentive program in accordance with these regulations and other classification and compensation policies and regulations.

City of Manchester NH

Achievement, Specialized Training and Education Program (A-STEP)

Information Sheet

1. If an employee or supervisor is aware of an educational opportunity that will enable the employee to greater success on the job, the employee and supervisor should meet to determine what will enhance the employee's job. When making the decision, consideration should be given to the following:
 - ◆ Will the new/improved Knowledge, Skills and Abilities (KSA's) improve the employee's quality of work?
 - ◆ Will the new/improved KSA's increase the quantity of work being done or improve efficiency on the job?
 - ◆ Will the new/improved KSA's modernize the techniques used on the job?
 - ◆ Will the new/improved KSA's improve safety?
 - ◆ Will the new/improved KSA's improve the department in a tangible, visible fashion (enable the employee to create a better system, improve customer service, etc.)?
2. If the supervisor approves the coursework, the employee must complete an A-STEP application (attached). The application must be signed by the department head and submitted to the Human Resources Director for final approval unless specified in current Collective Bargaining Agreements. The Mayor and Board of Mayor and Aldermen are responsible for approval of the A-STEP process through established policies, and or collective bargaining agreements, and/or budget deliberations.
3. Human Resources will work with the department head to determine if the educational opportunity warrants the award.
4. Human Resources will notify the employee and department head in writing of the outcome of the request within sixty (60) days of the employee's original request.
5. A copy of the Educational Achievement application will be placed in the employee's file. Upon completion of the educational goal, the employee shall submit proof of completion (such as a grade, copy of certificate or degree, or other written documentation), before the award can be made. An A-STEP award stays with the employee while he or she remains in the position.

A-STEP awards are based on the date of final approval of the A-STEP application if all criteria have been completed, or the date of the completion of the A-STEP criteria. ~~A-STEPs may not be awarded for current educational achievements.~~ This process will be maintained for affiliated employees according to current Collective Bargaining Agreements and through the collective bargaining process and for non-affiliated employees through policies of the City of Manchester.

Effective January 15, 2021~~July 1, 2000~~

Employee Name: _____

Position: _____ **Department:** _____

Telephone: _____ **Date of Hire ~~FAX:-~~** _____

Describe how achieving this educational goal will improve the quality or quantity of this employee's work, or benefit the department.

How many hours of time was or is ~~are~~ required for completion of this goal, not including homework or study time?

[illegible]

_____ The A-STEP coursework is approved.

If a future plan, anticipated completion date of the criteria is _____.

_____ The A-STEP coursework is not sufficient for the following reasons:

Department Head Signature _____ Date: _____

Human Resources Director Signature: _____ Date: _____

◆ ◆

_____The employee has completed requirements for an A-STEP. The A-STEP award is granted. (An Employee Information Sheet must be completed and submitted for approval by Human Resources for a change in salary).

Department Head Signature _____ Date: _____

Human Resources Director Signature: _____ Date: _____

To the Board of Mayor and Aldermen of the City of Manchester:

The Committee on Human Resources and Insurance respectfully recommends, after due and careful consideration, that the changes to the City's A-Step Program as presented by Kathleen Ferguson, HR Director, be approved.

(Unanimous vote)

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Matthew Normand". The signature is fluid and cursive, with a long horizontal stroke at the end.

Clerk of Committee

Kathleen Ferguson
Human Resources Director



CITY OF MANCHESTER

Human Resources Department

November 16, 2020

Alderman Will Stewart, Chair
Human Resources and Insurance Committee
City of Manchester
One City Hall Plaza
Manchester, NH 03101

Dear Chair Stewart and HRIC Members:

Attached are changes recommended for the City of Manchester's A-Step program.

The A-Step program's purpose is to reward employees who make extraordinary efforts to bring "added value" to the workplace. The program also encourages learning new skills or gaining more knowledge to complete a task faster, better or less costly for the organization while providing better public service which is considered "added value."

In order to clarify the A-Step program, the attached revisions include verbiage which establishes that the A-Step plan is a plan going forward in the future. An employee who has obtained additional formal education, additional specialized training, and/or additional skills in the past, does not qualify for an A-Step. The application attached verifies the "*Anticipated completion date of the criteria is _____.*" The A-Step Information Sheet also states, "A-STEPS may not be awarded for current educational achievements." In order to reduce confusion, revisions which clarify the forms associated with the A-Step program are recommended.

Human Resources recommends the attached revisions to the:

1. Achievement, Specialized Training and Education Program (A-STEP) Information Sheet
2. A-STEP Application Form
3. Policy Manual – Achievement Pay Standards for the City of Manchester, New Hampshire

Respectfully submitted,

Kathleen Ferguson

Digitally signed by Kathleen
Ferguson
Date: 2020.11.20 12:28:30 -05'00'

Kathleen Ferguson, PHR, SHRM-CP
Human Resources Director

Policy Manual

Achievement Pay Standards for the City of Manchester, New Hampshire



Human Resources Department
One City Hall Plaza
Manchester, NH 03101-4000
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E-mail: humanresources@manchesternh.gov

Revised June 20, 2007

Revised December 1, 2020

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Preface

The City of Manchester's Position Classification and Pay Plan provides a process for assigning all classes of positions to the appropriate pay grade through the use of a factor point evaluation system. This evaluation system assigns values to 10 factors (including the minimum level of education and training required for the essential duties and responsibilities of positions in the class). Once a class of positions is assigned to a pay grade, employees generally enter the pay grade at the minimum or starting step unless market conditions justify a higher placement in the pay grade. Employees move up the pay grade range in accordance with the City's Employee Development and Performance Evaluation Process (EDP) and its longevity policy.

In adopting the Position Classification and Pay Plan, the City's Board of Mayor and Aldermen elected to provide additional monetary incentives to encourage employees to secure additional knowledge, skills and abilities (KSA's) related to their duties and responsibilities. While not required for the position, these additional KSA's should enhance quality and productivity of the employee's performance. The purpose of this Policy Manual is to provide guidelines for the implementation and maintenance of this component of the City's Classification and Pay Plan, known as the A-STEP.

The complete Policy Manual (located on Drive G:\HRD\A-STEPs) contains brief descriptions of each class of positions that provide:

- (1) class title and class code;
- (2) principal function of the class; current required knowledge, skills and abilities expected of an employee at the beginning of employment; current required minimum education expected of an employee at the beginning of employment; and
- (3) Any current additional requirements expected of employees at the beginning of their employment.

These descriptions contain additional criteria **that can be achieved by the employee for the A-Step plan going forward in the future.** The criteria that includes formal education, specialized training and other skills that, while not required for initial or continued employment, would justify an A-STEP for the employee because of the added value these criteria bring to the quality and productivity of the employee's assigned duties. Copies of the Class Specifications with identifying KSA's can be found on the City "G"

The content of these brief descriptions relating to the principal function of the class, current required knowledge, skills and abilities, minimum education requirements and minimum additional requirements are from the City's existing class specifications adopted and approved by the Board of Mayor and Aldermen. The content of the KSA's proposed in this Manual was developed from responses to a written survey instrument from City department heads, division heads, other supervisory personnel and individual employees by consultant Yarger Decker and McDonald (YDM). In its review of responses to YDM's survey, YDM accepted some responses and rejected or modified others. YDM accepted responses that suggested achievement pay standards for additional **future** education, skills and abilities that add obvious and direct value to performed work. YDM rejected or modified suggestions that appeared to be simple workshops, seminars and other specialized training that are more appropriate for continuing education normally expected of all employees. The essential purpose of the A-STEP program is to reward those employees who make extraordinary efforts to improve their job-related education, specialized training and skills to bring added value to their work. It is expressly not a program to reward employees to stay current with information and technology related to their responsibilities or to provide a relatively easy way for employees to increase their base pay.

YDM believes that enhanced knowledge, skills and abilities are best demonstrated by the completion of pre-determined educational courses, training seminars and workshops that "certify" the employee has achieved that new proficiency and/or knowledge. Any pay incentive system that fails to establish criteria for demonstrating achievements or that establishes superficial standards will not succeed. Employees that have specific and difficult achievement standards will quickly object to superficial or easy achievement standards for other employees.

The standards set for pay incentives may vary even within a class of positions. For example, there are many different positions within the class of Administrative Assistant II. The City may benefit from one employee who achieves certification in desktop publishing and newsletter design while it would benefit from a second employee in the class who completes an advanced course in Microsoft Access Database. The brief descriptions in this Policy Manual of qualifying education, specialized training and skills improvements are "menus" that an employee and his or her supervisor may choose to improve the employee's work quality and productivity **in the future**. A-STEP Standards are listed in three categories: (1) Qualifying Additional **Future** Formal Education; (2) Qualifying Additional **Future** Specialized Training; and (3) Qualifying **Future** Additional Skills. YDM recommends that an employee must successfully complete items in two (2) of the three (3) menu categories in

order to qualify for the A-STEP. It is important to remember that the qualifying KSA's are based on the individual job and the added value to the work and the department. Some of the achievement pay standards prescribed in this Manual are phrased in general terms (e.g., "Completion of a pre-determined number of courses **to be completed later** appropriate to assigned duties" or "Certification appropriate to assigned duties.") Department heads, employees, and / or bargaining unit representatives should propose specific courses in order to customize training for employees based on their position.

The City's revised Consolidated Pay Schedule contains 36 pay grades (pay grades 1-36) with 13 steps (pay steps 1 - 13) in each grade. There is a 7% differential between each pay grade and a 3% differential between each pay step. Between each pay grade is a half-grade or "achievement" grade that is 3.5% higher than the base pay grade. For example, pay grade 10A is 3.5% higher than pay grade 10. When an employee accomplishes the approved additional **future** qualifying formal education, specialized training or skills component, the employee's base pay is moved from their current base pay grade and step to the same pay step in the achievement grade and results in a 3.5% increase in the employee's annual pay.

The additional qualifying knowledge, specialized training and skills provided for each class of positions in this Policy Manual should be considered as guides for refinement by each department. Rapid changes in the level of required knowledge and technology for quality performance in most municipal positions mandate that the City exhibit flexibility in establishing and modifying its A-STEP program. Today's qualifying additional knowledge, skills and abilities may be tomorrow's minimum requirement for employment. As the City moves toward implementation of its pay incentive program, it is essential that department heads, bargaining units, and employees work closely with the Human Resources Department to ensure that the qualifying standards for pay incentives are internally fair, market sensitive and regularly updated. An employee may not maintain their A-STEP award if the education or training is deemed obsolete **or completed in the past**. The policy recommendations in the following section provide a process for ensuring that the City's pay incentives are appropriately integrated into the City's overall position classification and pay system. The City of Manchester recognizes that collective bargaining agreements include specific language regarding the A-STEP process for union membership.

Policy and Procedures

The City of Manchester's Pay Incentives Program is administered by the Human Resources Department in accordance with established personnel rules and regulations ~~as contained in Chapter 33, Section 33.049 of the City's Code of Ordinances~~ and in accordance with the Procedural Guidelines for the Administration and Maintenance of the Compensation Plan contained in the City's Position Classification and Pay Plan adopted by the Board of Mayor and Aldermen.

Section 1 Policy

The Board of Mayor and Aldermen has established the policy for achievement grades through the adoption of the City's Position Classification and Pay Plan. Section 8 of the Procedural Guidelines for the Administration and Maintenance of the Compensation Plan provides as follows:

"An *achievement grade* or half pay grade (A-STEP) is 3.5% above a regular pay grade. When specific **approved future** education, training and skill achievements are defined and adopted for an individual position, and the incumbent in that position **later** secures such education, training and skills, the pay of the incumbent shall increase from the incumbent's current pay grade and pay step to the A-Step grade that provides the employee with the equivalent of a one step increase. Specific knowledge or skill achievement standards for each position or class of positions must be **comprised of a plan going forward and approved in advance** by each department head and the Human Resources Director **unless specified in collective bargaining agreements.**

Section 2 Establishment of Achievement Pay Standards

1. Drafts of Achievement Pay Standards for each of the City's classes of positions shall be distributed to each department head for review. Each department head shall further distribute such drafts of Achievement Pay Standards to each division head in the department and to each bargaining unit representative who represents one or more employees in the department. After a review period not to exceed thirty (30) days, the department head shall convene a meeting with each division head and bargaining

unit representative to review the suggestions of such division heads and bargaining unit representatives.

2. The department head shall then, within sixty (60) days after the initial receipt of the draft Achievement Pay Standards, forward recommendations to the Human Resources Director for **approval**.
3. The establishment of Achievement Pay Standards within the department. Bargaining unit representatives may, at their option, forward separate recommendations to the Human Resources Director. These recommendations should include the A-STEP criteria, and (brief) supporting documentation for each criterion.
4. The Human Resources Director shall review all A-STEP recommendations received from department heads and bargaining unit representatives. The Human Resources Director will compare such recommendations to the minimum knowledge, skills and ability requirements contained in the City's officially adopted class specifications to ensure that recommended Achievement Pay Standards do not include pay incentives for knowledge, skills and abilities already mandated by existing class specifications. The Human Resources Director shall also review recommended Achievement Pay Standards to ensure that such standards are deserving of achievement pay when compared to the market and principles of internal equity among all classes of positions in the City. Upon completion of the Human Resources Director's review of Achievement Pay Standards recommended by each department head and each bargaining unit representative, but no later than sixty (60) days after receipt of such recommendations, the Human Resources Director shall either approve the proposed A-Step criteria or deny the request.

Subsequent to the initial approval and adoption of Achievement Pay Standards by the Board of Mayor and Aldermen, the Human Resources Director may present additional Achievement Pay Standards Recommendations involving the addition, deletion or modification of Achievement Pay Standards as needed.

Section 3 Minimum Achievement Pay Standards

- 1 Achievement Pay Standards reward employees who achieve education, specialized training, and skills **in the future** that are significantly above the minimum requirements of their class of positions. Achievement Pay Standards are to be based solely on the following factors:
 1. Completion of the Pre-Determined Achievement Pay Standards as Provided in

the Pre-Approved Achievement Pay Standards for the Class;

2. Presentation by the Employee and Department Head of Evidence that the Employee completed all Requirements to Meet the Achievement Pay Standards (Diplomas, Certificates, etc.).
2. Achievement Pay shall **not** be based on the following:
1. An Employee's Performance;
 2. An Employee's Longevity;
 3. An Employee's Previous Experience, **specialized training, formal education or additional skills**;
 4. Corrections for Perceived Internal Inequity in an Employee's Base Pay;
 5. Corrections for Perceived External Non-Competitiveness of the Employee's Base Pay.

Section 4 Notification of Employee Intent

When Achievement Pay Standards are approved and adopted for a class of positions, an employee who wishes to pursue elevation to an *achievement grade* shall notify the department head of such intent and shall specify the Achievement Pay Standards within the employee's class to be pursued by the employee. The employee shall complete and sign an A-STEP application. The department head and the Human Resources Director must approve the A-STEP application. The application shall be placed in the Employee's personnel file with a copy provided to the Human Resources Department. Department heads that wish to pursue an A-STEP shall complete an A-STEP application and forward it to the Human Resources Director for review. The Human Resources Director shall submit the application to the Mayor for final approval.

Section 5 Achievement Pay Threshold

Since a class of positions may contain multiple Achievement Pay Standards to accommodate the various positions within a class, the Human Resources Director may request a meeting with the department head if it appears the pursuit of an Achievement Pay Standard is inappropriate to an employee's assigned duties and responsibilities. If the Human

Resources Director and Department Head cannot reach consensus on the Achievement Pay Standard to be pursued by an employee, the Human Resources Director may present the issue to the Human Resources and Insurance Committee of the Board of Mayor and Aldermen for a final resolution.

Achievement Pay Standards for each class of positions are grouped into three different kinds of categories: (1) Qualifying Additional Formal Education; (2) Qualifying Additional Specialized Training; and (3) Qualifying Additional Skills. In order for an employee to advance into an Achievement Pay Grade, the employee must successfully complete the required items within two (2) of the three (3) categories. ~~One completed category of required items may suffice to achieve an A-STEP provided the required items are proposed by the employee and / or bargaining unit representative, and approved by the department head and the Human Resources Director.~~ All employees shall be provided equal opportunity to pursue completion of Achievement Pay Standards appropriate to their assigned duties and responsibilities.

Section 7 New Employees, Promotions and Transfers

1. Probationary employees are not eligible **to apply** for **an** A-Step until the successful conclusion of their probationary period.
2. Promotions. When an employee is promoted to a position in a higher class, the employee's pay shall be increased according to City compensation plan regulations. If the employee meets the Achievement Pay Standards for the higher class, the employee shall be placed in the *achievement grade* for the higher class. If the employee does not meet the Achievement Pay Standards the higher class, he or she shall be placed in the base pay level of that class. An employee may not receive an A-Step for achievements that he/she already received credit for in the former position. New achievements must be developed and approved for the new higher level position.
3. Transfers. There shall be no immediate change in the pay rate of an employee who is transferred from one position to another position in the same class. If the transferred employee is in an achievement grade and the Achievement Pay Standard for the employee's current position is not applicable to the transferred position, the employee will be placed in the base pay step of the new position that is the same or immediately above the employee's current pay.

Section 8 Administration and Maintenance

The Human Resources Director shall be responsible for the administration and maintenance of the City's knowledge and skills-base pay incentive program in accordance with these regulations and other classification and compensation policies and regulations.

City of Manchester NH
Achievement, Specialized Training and Education Program (A-STEP)
Information Sheet

1. If an employee or supervisor is aware of an educational opportunity that will enable the employee to greater success on the job, the employee and supervisor should meet to determine what will enhance the employee's job. **In order for an employee to advance into an Achievement Pay Grade, the employee must successfully complete the required items within two of the three of the following categories:**

- **Qualifying Additional Formal Education**
- **Qualifying Additional Special Training**
- **Qualifying Additional Skills**

2. When making the decision, consideration should be given to the following:

- ◆ Will the new/improved Knowledge, Skills and Abilities (KSA's) improve the employee's quality of work?
- ◆ Will the new/improved KSA's increase the quantity of work being done or improve efficiency on the job?
- ◆ Will the new/improved KSA's modernize the techniques used on the job?
- ◆ Will the new/improved KSA's improve safety?
- ◆ Will the new/improved KSA's improve the department in a tangible, visible fashion (enable the employee to create a better system, improve customer service, etc.)?

3. If the supervisor approves the coursework, the employee must complete an A-STEP application (attached). The application must be signed by the department head and submitted to the Human Resources Director for final approval **or per CBA..** The Mayor and Board of Mayor and Aldermen are responsible for approval of the A-STEP process through established policies, and / or collective bargaining agreements, and / or budget deliberations.

4. Human Resources will work with the department head to determine if the educational opportunity warrants the award.

5. Human Resources will notify the employee and department head in writing of the outcome of the request within sixty (60) days of the employee's original request.

6. A copy of the Educational Achievement application will be placed in the employee's file. Upon completion of the educational goal, the employee shall submit proof of completion (such as a grade, copy of certificate or degree, or other written documentation), before the award can be made. An A-STEP award stays with the employee while he or she remains in the position.

A-STEP awards are based on the date of final approval of the completion of the A-STEP criteria. A-STEPs may not be awarded for current educational achievements. This process will be maintained for affiliated employees through the collective bargaining process and for non-affiliated employees through policies of the City of Manchester.

City of Manchester, NH
A-STEP APPLICATION FORM
Effective **December 1, 2020**

The information listed below must be completed by the employee and/or the employee's supervisor and approved by the department head before submission to the Human Resources Director for approval and processing.

Employee Name: _____

Position: _____ **Department:** _____

Telephone: _____ FAX: _____

List the educational achievement the employee will ~~or has completed~~ that merits an A-STEP award. Please be specific. Include course work, certification and/or degree titles and attached any related literature that describes the educational opportunity.

Describe how achieving this educational goal will improve the quality or quantity of this employee's work, or benefit the department.

How many hours of time are required for completion of this goal, not including homework or study time?

[illegible]

The A-STEP coursework is approved. Anticipated completion date of the criteria is _____.

The A-STEP coursework is not sufficient for the following reasons:

Department Head Signature _____ Date: _____

Human Resources Director Signature: _____ Date: _____

◆ ◆

_____ The employee has completed requirements for an A-STEP. The A-STEP award is granted. (An Employee Information Sheet must be completed and submitted for approval by Human Resources for a change in salary).

Department Head Signature _____ Date: _____

Human Resources Director Signature: _____ Date: _____



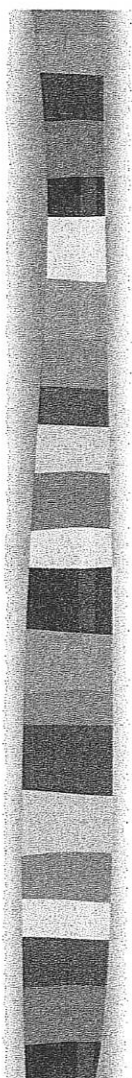
City of Manchester A-STEPs

Human Resources Department

- A-STEP components include a future plan that includes 2 out of 3 categories:
 - Qualifying additional formal education
 - Qualifying additional specialized training
 - Qualifying additional specific skills
- A-STEPs must add value:
 - to the position, the department, the City
- Added Value implies:
 - that goes beyond what is expected

11/19/2020

Informational purposes only - not
meant to replace policy language



City of Manchester A-STEPs

Human Resources Department

- A-STEP process includes:
 - employee and supervisor developing a future plan and need
 - Department head approval
 - Human Resources recommendation
 - Language (proposed or approved) in every collective bargaining agreement

11/19/2020

Informational purposes only - not
meant to replace policy language

Kathleen Ferguson
Human Resources Director



CITY OF MANCHESTER

Human Resources Department

December 29, 2020

Alderman Will Stewart, Chair
Human Resources and Insurance Committee
City of Manchester
One City Hall Plaza
Manchester, NH 03101

Dear Chair Stewart and HRIC Members:

Mayor Joyce Craig requests adding one new Director of Homelessness Initiatives (9125), grade 28 to the Fire Department's complement.

Mayor Craig has stated that homelessness in Manchester has been exacerbated by the COVID-19 pandemic. A new Director of Homelessness Initiatives will achieve a level of coordination between homelessness service providers, including City departments, the State of New Hampshire Department of Health and Human Services, and non-profit organizations to name a few.

The Mayor has confirmed the new position will be primarily funded using CDBG-CV and ESG-CV funds, and not funded through tax payer dollars.

Human Resources recommends:

- Adding one Director of Homelessness Initiatives (9125) Grade 28 to the Manchester Fire Department's complement.

Respectfully submitted,

Kathleen Ferguson, PHR, SHRM-CP
Human Resources Director



CITY OF MANCHESTER

Joyce Craig
Mayor

MEMORANDUM

To: Committee on Human Resources/Insurance
Attn: Alderman Stewart, Chair
From: Mayor Joyce Craig
Date: December 28, 2020
Re: Director of Homelessness Initiatives

Dear Alderman Stewart,

On October 20th, the Office of the Mayor received a letter on behalf of the Manchester Continuum of Care Leadership Team respectfully requesting that the City fund a Homeless Services Coordinator position. I have included that letter here.

In order to achieve the level of coordination and accountability required for this role to be successful, I believe that the individual tasked with coordinating the City of Manchester's homelessness response must be a Director level position, with the expertise and authority needed to effectively strengthen collaboration and coordination between all homelessness service providers, including City departments, the State of New Hampshire DHHS, non-profit and faith based organizations.

In order to combat the homelessness crisis in our community that has been exacerbated by the COVID-19 pandemic, the City of Manchester will be funding a Director of Homelessness Initiatives using primarily CDBG-CV and ESG-CV funds that the Board of Mayor and Alderman has approved and allocated for administration and will not be funded through tax payer dollars. In similar sized cities, there is often a department dedicated to managing the community's response to homelessness, but this is an important initial step to address the City's growing unhoused population. The Director of Homeless Initiatives will be located within the Emergency Operations Center of the Fire Department and reports to Chief Goonan.



October 20, 2020

Mayor Joyce Craig
City of Manchester
One City Hall Plaza
Manchester, NH 03101

RE: ESG- CV Funding

Dear Mayor Craig,

Please accept this letter on behalf of the Manchester Continuum of Care Leadership Team. We respectfully request to make an allocation recommendation for consideration by the City with ESG-CV funding available through the Manchester Planning and Community Development Department. As providers serving the most vulnerable citizens of Manchester, we believe it would be advantageous of the City to direct funding to support a Homeless Services Coordinator position for 2 years.

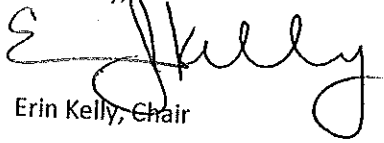
We are aware that there was a recent attempt to create and implement this position within the city that had its challenges. We are also aware that there has been recent success in community coordination and facilitation by a representative of the IDN. Based on this experience, we believe that the following changes to the position would enhance the success of this position:

- ~~Salary increased to attract more qualified professional (Recommendation of \$70,000 or more, not including benefits)~~
- Summary Description: Coordinating homeless services in areas such as prevention, early intervention, emergency, and other support services designed to permanently house the homeless; developing and implementing new strategies in collaboration with other agencies; organizing and participating in public education and advocacy efforts; performing research, evaluating programs and reporting findings; informing the city and Community Planning budget and funding efforts related to homeless services.
- Summary Qualifications: Possession of a bachelor's degree from an accredited college or university in Social Sciences, Public Health, Public Administration, or a related field; and four (4) years of progressively responsible experience in the development, delivery, monitoring, or evaluation of community programs which must include at least two (2) years of experience working with the

homeless and at least two (2) years supervision, leadership, or management of complex programs/projects.

Please do not hesitate to contact me if you would like to discuss this request further. Thank you for taking this into consideration and continuing to collaborate during even the most difficult times.

Sincerely,

A handwritten signature in cursive script, appearing to read "Erin Kelly".

Erin Kelly, Chair

(603) 851-1257

CC: Todd Flemming, Leon LaFreniere



City of Manchester, New Hampshire

Class Specification

This is a class specification and not an individualized job description. A class specification defines the general character and scope of responsibilities of all positions in a job classification, but it is not intended to describe and does not necessarily list every duty for a given position in a classification.

Class Title	Director of Homelessness Initiatives
Class Code Number	9125-28

General Statement of Duties

Plans, oversees and directs the City's response to Homelessness; performs directly related work as required.

Distinguishing Features of the Class

The principal function of an employee in this class is to provide administrative oversight to all operations and activities of the City's response to Homelessness. The work is performed under the supervision and direction of the Fire Chief but extensive leeway is granted for the exercise of independent judgement and initiative. The nature of the work performed requires that an employee in this class establish and maintain effective working relationships with other City employees, the Board of Mayor and Alderman, business and community groups, State and Federal officials, representatives of the media and the public. The principal duties of this class are performed in a general office environment.

Examples of Essential Work (illustrative only)

- Lead the City response to issues related to homelessness including the mitigation of homeless encampments;
- Strengthen collaboration and coordination between all homelessness service providers, including City departments, the State of New Hampshire DHHS, non-profit and faith based organizations;

- Create and implement a comprehensive ‘Housing First’ Homelessness Plan, Use data to maximize the impact of the existing services and funding, as well as inform planning, resource allocation and track progress on key metrics;
- Work with the Manchester Continuum of Care (CoC) to research and analyze homelessness and related issues in the City and report findings;
- Develop and implement communications strategies, including public outreach and the dissemination of materials related to services;
- Work with the Planning and Community Development Department to oversee the administration of the homeless services funding awarded to the City through state and federal sources including the application processes related to funders and sub recipients;
- Communicate and testify before the Board of Mayor and Alderman and State entities on the City’s response to homelessness;
- Provides needed information and demonstrations concerning how to perform certain work tasks to new employees in the same or similar class of positions;
- Keeps immediate supervisor and designated others fully and accurately informed concerning work progress, including present and potential work problems and suggestions for new or improved ways of addressing such problems;
- Attends meetings, conferences, workshops and training sessions and reviews publications and audio-visual materials to become and remain current on the principles, practices and new developments in assigned work areas;
- Responds to citizens’ questions and comments in a courteous and timely manner;
- Communicates and coordinates regularly with appropriate others to maximize the effectiveness and efficiency of interdepartmental operations and activities;
- Performs other directly related duties consistent with the role and function of the classification.

<p style="text-align: center;">Required Knowledge, Skills and Abilities (at time of appointment)</p>
--

- Comprehensive knowledge of administrative practices and methods, including but not limited to human services program administration, planning and budgeting;
- Comprehensive knowledge of mental and behavioral health systems as well as supportive, transitional and affordable housing strategies;
- Ability to communicate effectively, both orally and in writing; ability to present recommendations clearly and concisely; ability to testify effectively before government bodies, community and business groups;
- Ability to establish and maintain effective working relationships with City officials, State and Federal officials, department directors, and community, business and related public groups;
- Ability to compile and interpret complex sets of data;
- Ability to build collective impact and investment strategies, leverage resources and funding, to bring initiatives to scale;
- Ability to communicate effectively with others, both orally and in writing, using both technical and non-technical language;
- Ability to understand and follow oral and/or written policies, procedures and instructions;

- Ability to prepare and present accurate and reliable reports containing findings and recommendations;
- Ability to operate or quickly learn to operate a personal computer using standard or customized software applications appropriate to assigned tasks;
- Ability to use logical and creative thought processes to develop solutions according to written specifications and/or oral instructions;
- Ability to perform a wide variety of duties and responsibilities with accuracy and speed under the pressure of time-sensitive deadlines;
- Ability and willingness to quickly learn and put to use new skills and knowledge brought about by rapidly changing information and/or technology;
- Integrity, ingenuity and inventiveness in the performance of assigned tasks.

Acceptable Experience and Training

- Graduation from an accredited college or university with a Master's Degree in Public Health, Social Science, Public Administration or a closely related field; and
- Extensive experience in working within homelessness in the development, delivery, monitoring or evaluation of community programs, including some supervisory role; or
- Any equivalent combination of experience and training which provides the knowledge, skills and abilities necessary to perform the work.

Required Special Qualifications

- None

Essential Physical Abilities

- Sufficient clarity of speech and hearing or other communication capabilities, with or without reasonable accommodation, which permits the employee to communicate effectively;
- Sufficient vision or other powers of observation, with or without reasonable accommodation, which permits the employee to review a wide variety of written material in electronic or hardcopy form;
- Sufficient manual dexterity with or without reasonable accommodation, which permits the employee to operate a personal computer and related equipment;
- Sufficient personal mobility and physical reflexes, with or without reasonable accommodation, which permits the employee to have access to various work sites throughout the City and out of the area.

Approved by:_____ Date:_____

City of Manchester New Hampshire

In the year Two Thousand and twenty-one

AN ORDINANCE

“Amending Section 33.024, 33.025, & 33.026 (Director of Homelessness Initiatives) of the Code of Ordinances of the City of Manchester.”

SECTION 33.024 CLASSIFICATION OF POSITIONS to be amended as follows:

Establish Director of Homelessness Initiatives, Class Code 9125

SECTION 33.025 COMPENSATION OF POSITIONS to be amended as follows:

Establish Director of Homelessness Initiatives, Class Code 9125, Grade 28, Exempt

SECTION 33.026 CLASS SPECIFICATIONS to be amended as follows:

Establish Director of Homelessness Initiatives, Class Code 9125, Grade 28 (specs attached)

This Ordinance shall take effect upon its passage and all Ordinances or parts of Ordinances inconsistent therewith are hereby repealed.



CITY OF MANCHESTER
Board of Aldermen

MEMORANDUM

To: Committee on Human Resources/Insurance
Aldermen Stewart, Hirschmann, Barry, Cavanaugh, and Roy

From: Alderman Jim Roy
Ward 4 *Jim Roy*

Date: December 8, 2020

Re: Proposal to Conduct Evaluation of Fire Department

Due to the significant shift of duties for Firefighter personnel within the last ten years, I believe we should discuss and ultimately hire an independent firm to evaluate the Fire Department. An evaluation of the department in its entirety has never been more critical than right now to determine if there are systemic stressors within the department that are adversely affecting the mental health of the members.

I believe the single most important asset within our city is our employees and it is imperative that we, as a board, make every effort to protect them.

Thank you for your consideration.

Kathleen Ferguson
Human Resources Director



CITY OF MANCHESTER

Human Resources Department

December 29, 2020

Alderman Will Stewart, Chair
Human Resources and Insurance Committee
One City Hall Plaza
Manchester, NH 03101

Dear Chair Stewart and HRIC Members:

On December 21, 2020 the Senate passed the Consolidated Appropriations Act, 2021, to supplement the Coronavirus Aid, Relief, and Economic Security ("CARES") Act, most of which expires at the end of the year.

The following is a brief overview related to the Families First Coronavirus Response Act ("FFCRA") paid sick leave and expanded Family and Medical Leave:

- On a voluntary basis, employers may extend the paid sick leave ("EPSLA"), for up to two weeks (80 hours) through March 31, 2021 for COVID-19 related reasons. The employer cannot require an employee to use accrued leave.
- On a voluntary basis, employers may extend the expanded Family and Medical Leave Act ("EFMLA"), for up to twelve (12) weeks at two thirds (2/3rds) pay through March 31, 2021, for an employee caring for his or her child whose school or place of care is closed due to COVID-19 related reasons. Again, the employer cannot require an employee to use their accrued leave.

Human Resources is requesting a vote to **approve or deny**:

- 1) The voluntary extension of the EPSLA – up to 80 hours paid sick leave due to COVID-19
- 2) The voluntary extension of the EFMLA – paid leave to care for a child whose school or place of care is closed due to COVID-19

Respectfully submitted,

Kathleen Ferguson
Digitally signed by Kathleen Ferguson
Date: 2020.12.30 08:41:35 -05'00'
Kathleen Ferguson, PHR, SHRM-CP
Human Resources Director

1 City Hall Plaza • Human Resources Department • Manchester, New Hampshire 03101 • (603) 624-6543 •
FAX: (603) 628-6065
E-mail: HumanResources@ManchesterNH.gov • Website: www.manchesternh.gov

COVID Related Optional/Voluntary Extensions	Extension Date	City Costs Incurred?	Decision Date Deadline	HR recommendation	Comments
*EPSLA - (Up to 80 hours paid) Due to Testing Positive or Quarantining under the FFCRA (Employees do not use their sick or vacation accruals)	March 31, 2021	Yes	December 31, 2020	Yes	Many employees have already incurred this benefit in the past, so fair to allow others to not have to use their leave accruals. Do not want exposed employees going to work, so they do not have to use their accruals. *Some municipalities have decided not to extend since they offer paid sick leave and sick leave banks.
*EFMLA - (Up to 12 Weeks paid @ 2/3rds pay) Caring for a Child whose School or Place of Care is Closed Due to COVID	March 31, 2021	Yes	December 31, 2020	No	Currently only 8 employees use this benefit intermittently. It is tasking on Departments to have employees absent for up to 12 weeks.

* Plans are scheduled to return to pre-pandemic

CITY OF MANCHESTER
COVID19 EPSLA AND EXTENDED FAMILY LEAVE
JULY THROUGH DECEMBER 19, 2020

Months	EPSLA (Wages)	Extended Family Leave (Wages)	Totals
July/August	71,878	1,567	73,445
Sept/Oct	54,214	11,252	65,466
Nov/Dec	280,096	10,429	290,525
Totals	406,188	23,248	429,436

Note:

Nov/December wages are through weekending December 19, 2020
there are 2 weeks left in December unreported

****Over \$116,000 has been reimbursed to the City through the GOFFER funds**

Kathleen Ferguson
Human Resources Director



CITY OF MANCHESTER

Human Resources Department

November 16, 2020

Alderman Will Stewart, Chair
Human Resources and Insurance Committee
City of Manchester
One City Hall Plaza
Manchester, NH 03101

Dear Chair Stewart and HRIC Members:

Public Works Director, Kevin Sheppard is requesting changes to the Department of Public Work's (DPW) complement. He would like to replace four vacant Refuse Collector positions with one new Safety and Training Officer (1243) Grade 20, and two existing Recreation Maintenance Worker II's (6010) Grade 14.

Additionally, Director Sheppard would like to eliminate one Equipment Operator IV (5470) Grade 15 and add one Equipment Operator III (5460) Grade 14.

The requested new Safety and Training Officer will organize, develop, administer and monitor training programs for all heavy, medium and light duty equipment. The Safety and Training Officer will also develop training materials and design and implement workplace processes and procedures that will help protect workers from potentially hazardous work conditions.

The two additional Recreation Maintenance Worker II's will allow DPW to address other areas in the City that need attention such as trails, medians, aeration, fertilization, and litter and leaf clearing to name a few.

These complement changes will address the current needs of the City of Manchester's Department of Public Works.

Director Sheppard has confirmed that the requested changes will have a minimal positive budget impact.

Human Resources recommendation:

- Eliminate four (4) Refuse Collectors (5330) Grade 12
- Eliminate one (1) Equipment Operator IV (5470) Grade 15
- Add one (1) new Safety and Training Officer (1243) Grade 20
- Add two (2) Recreation Maintenance Worker II's (6010) Grade 14
- Add one (1) Equipment Operator III (5460) Grade 14

Respectfully submitted,

Kathleen Ferguson

Digitally signed by Kathleen
Ferguson
Date: 2020.11.20 12:27:21 -05'00'

Kathleen Ferguson PHR, SHRM-CP
Human Resources Director

Kevin A. Sheppard, P.E.
Public Works Director

Timothy J. Clougherty
Deputy Public Works Director



Commission
Toni Pappas, Chair
Patrick Robinson
James Burkush
Trixie Vazquez
Armand Forest

CITY OF MANCHESTER
Department of Public Works

MEMORANDUM

TO: Kathleen Ferguson
Human Resources Director

FROM: Kevin Sheppard
Public Works Director

DATE: November 18, 2020

RE: Changes to Public Works Compliment Related to Automated Trash Collection

In accordance with the conceptual plan approved by the Board of Mayor and Aldermen at its October 2, 2018 meeting, this memorandum requests your support for replacing four Department of Public Works (DPW) Refuse Collector positions with the following three DPW positions:

- Safety & Training Officer (1 position)
- Recreation Maintenance Worker II (2 positions)

The Safety & Training Officer is a new classification, which has been reviewed and approved by the H.R. Director and the Recreation Maintenance Worker II classification currently exists. Copies of all classification descriptions, as well as "before" and "after" org charts for the Public Works, are attached.

The use of an automated truck to collect curbside trash allows us to reallocate the Refuse Collector positions. Currently, two Refuse Collectors are assigned to each of the standard trucks operated by the Highway Division for trash collection.

Proposed New Positions to the compliment

Following are descriptions of the positions proposed to replace the four existing Refuse Collector positions no longer needed:

Safety & Training Officer

This new classification and position will create, implement, and evaluate health and safety policies, procedures and training programs. It will allow DPW to:

- Focus on accident prevention.
- Implement the latest regulations and guidance.
- Perform random spot checks to evaluating worksites.
- Investigate any accidents that occur in the workplace, review possible causes and recommend changes.
- Provide training in the use of personal protective equipment, using vehicles properly and other safety related issues.

Recreation Maintenance Worker II

Two recreation maintenance worker II's will allow DPW to better address areas, such as:

- trails, medians, traffic circles
- select curb lines near parks and schools.
- aeration, fertilization, seeding, irrigation and repair of grass areas
- clearing brush along fence lines
- litter/leaf clearing and net repairs at courts.

Additional Request

Eliminate one Equipment Operator IV position and replace it with an Equipment Operator III position.

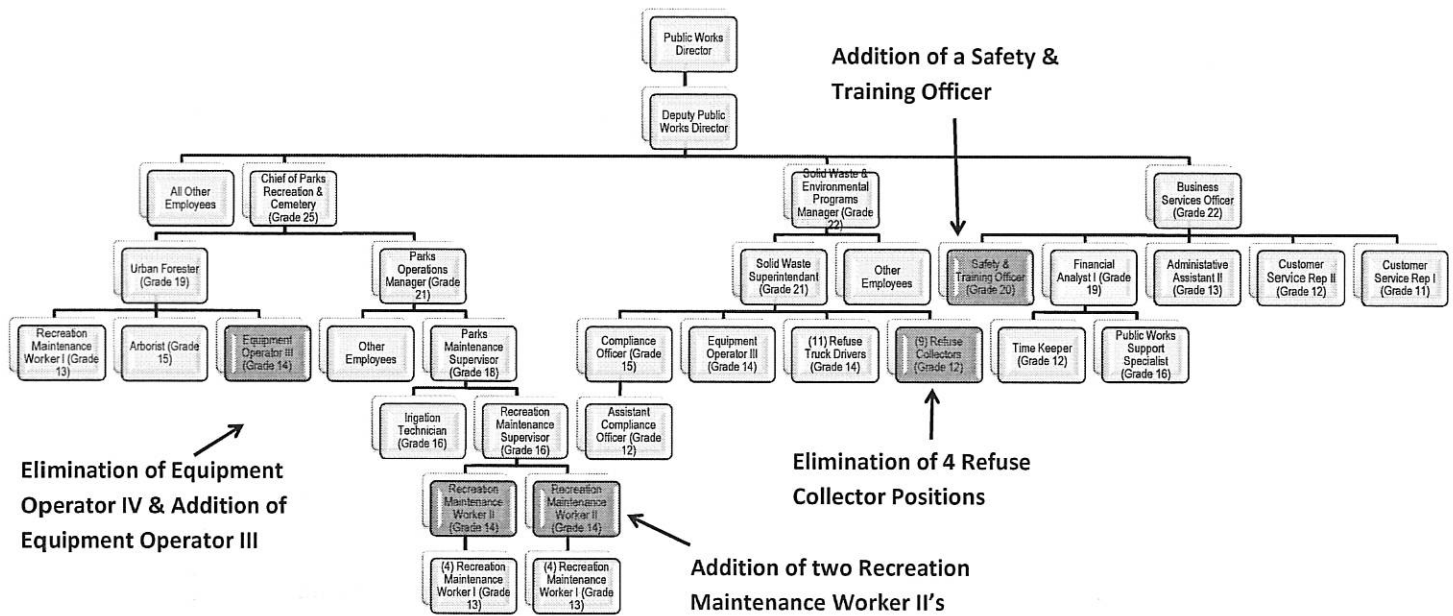
Summary

We are asking for the Committee to:

- Approve the elimination of 4 Refuse Collector Positions to be replaced with a Safety & Training officer and two Recreation Maintenance Worker II positions.
- Eliminate one Equipment Operator IV and replace with an Equipment Operator III.

We anticipate these changes having a minimal positive budget impact.

Org Chart (After)



Org Chart (Before)

